



# County of Los Angeles STRATEGIC PLAN GUIDING COALITION

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<http://lacounty.info/StrategicPlan.htm>

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March 15, 2005

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

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Dear Supervisors:

## COUNTY OF LOS ANGELES STRATEGIC PLAN UPDATE AND STRATEGIC PLAN ANNUAL REPORT (ALL DISTRICTS AFFECTED) (3 VOTES)

### JOINT RECOMMENDATION WITH THE GUIDING COALITION THAT YOUR BOARD:

1. Endorse and adopt updated County Strategic Plan, which includes new and updated Strategies to existing Strategic Plan Organizational and Programmatic Goals; and
2. Receive and file this letter as the County Strategic Plan Annual Report.

### PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The initial County Strategic Plan and the first revision to the Strategic Plan were approved by your Board in November 1999 and December 2002, respectively. A little over two years have passed since the last update and the previously adopted strategies have either been completed or are in need of updating. With the County continually facing new challenges, it is appropriate to review progress and assess the need for changes and/or updates to the Strategic Plan based on achievements, and organizational and programmatic needs. For this purpose, new and updated Strategies have been developed to appropriately focus on current organizational and programmatic issues and concerns, and are before your Board for endorsement and adoption. Attachment I provides the proposed new and updated Strategies and Objectives to the Strategic Plan; the existing eight Goals of the Strategic Plan remain unchanged:

Organizational Goals

- Goal 1: Service Excellence
- Goal 2: Workforce Excellence
- Goal 3: Organizational Effectiveness
- Goal 4: Fiscal Responsibility

Programmatic Goals

- Goal 5: Children & Families' Well-Being
- Goal 6: Community Services
- Goal 7: Health & Mental Health
- Goal 8: Public Safety

The Objectives are presented for information purposes and are not recommended for adoption; objectives may require flexibility in order to address potential unforeseen challenges in implementing the proposed Strategies.

**FISCAL IMPACT/FINANCING**

No direct or immediate fiscal impact is foreseen with adoption of the update to the County Strategic Plan. Some targeted funding may be recommended for pursuit of selected Strategies on a case-by-case basis. Further, pursuit of several Strategies could result in cost-avoidance in the future, including several proposed Strategies under the Goal 4 related to reducing the cost of litigation and the spiraling growth of workers' compensation claims. Implementation of some Goal 3 Strategies, such as those regarding improved contract management/monitoring and pursuit of a shared services pilot for certain administrative functions, could also result in cost-saving efficiencies in the future.

**FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

On December 17, 2002, your Board endorsed and adopted the first revision to the County of Los Angeles Strategic Plan, which included a County Mission Statement, new Strategies for existing Strategic Plan Organizational and Programmatic Goals, and three new Programmatic Goals, including supporting Strategies. Under the leadership of the Guiding Coalition composed of County department heads and Board chief deputies/chiefs of staff, or other assigned deputies, many of the adopted Strategies for the Strategic Plan Organizational and Programmatic Goals have been completed or are in need of updating. Attachment II provides a close-out report for each Strategy and Objective pursued since the last revision in 2002. Accomplishments from the 2002 revised Strategic Plan include:

- Completion of an Employee Satisfaction and Well-Being Strategic Survey (Goal 2, Strategy 2);

- Implementation of a countywide performance measurement framework, *Performance Counts!*, which was rolled out to all departments in the summer and fall of 2003 and reflected in the 2004-05 Proposed Budget, issued in April 2004 (Goal 3, Strategy 1);
- Development of an enhanced enterprise-wide accounting system (eCAPS) to replace the aging CAPS accounting system (Goal 3, Strategy 2);
- Development of Integrated Service Delivery Systems for children and families receiving County services, including Centralized Eligibility Lists, Multi-Disciplinary Assessment Teams, Customer Service and Satisfaction Standards, and Principals for Partnering pilot (Goal 5, Strategy 1);
- Creation of a Community Services Task Force to oversee implementation of enhanced unincorporated community access and service delivery models, including the Florence-Firestone Community Enhancement Team and Topanga Emergency Management Task Force (Goal 6, Strategy 2); and
- Revision to the County's Operational Area Terrorism Response and Management Plan to mitigate vulnerability of key County infrastructure and systems, including related equipment and training (Goal 8, Strategy 1).

In addition to providing guidance on implementation of existing Strategies, the Guiding Coalition embarked on a process of identifying organizational and programmatic issues of key interest to the Board that are currently challenging the County. The Guiding Coalition sponsored two executive Strategic Planning Conferences in 2004 that focused on identifying these issues and developing new Strategies to address them. The conferences were held on June 17, and December 2, 2004, and were attended by department heads, departmental chief deputies, and Board chief deputies/chiefs of staff, or other assigned deputies. Attendees at the June Conference focused on identifying a series of high priority issues for each of the Goals. Over the succeeding months, teams convened by the Guiding Coalition refined the issues into Strategies for possible inclusion into the County Strategic Plan.

The December Conference focused on finalizing new and updated Strategies. Proposed Strategies in the Strategic Plan update include:

- Implementation of a new countywide employee recognition program which recognizes performance reflective of the County Mission Statement and Values (Goal 1, Strategy 1);

- Phased implementation of a proposed countywide employee performance management system, designed to improve individual performance, and align employee job performance and work behavior with County and/or departmental strategic objectives and values (Goal 2, Strategy 2);
- Implementation of a shared services model to streamline support services for smaller departments in order to maximize their ability to focus on their core mission (Goal 3, Strategies 1 and 2);
- Conducting an analysis of the effectiveness of the existing contract administration and monitoring organizational structures and training programs (Goal 3, Strategies 3, 4, and 5) and making recommendations to improve those processes based on the assessment;
- Expansion of the *Performance Counts!* Budget Integration pilot to all County departments to enhance our ability to determine the success of our efforts to achieve key outcomes for our clients and to enhance accountability (Goal 4; Strategy 1);
- Enhancing the ability of children and families to access quality health care, improving permanent “family” placement for children in the County’s dependency system, initiating prevention planning to achieve improved safety and well-being for families, and developing a cross agency family support center in East San Fernando Valley (Goal 5, Strategy 1, 3, 4, and 6);
- Expansion of the service integration model for coordinated delivery of municipal services to the County’s unincorporated communities (Goal 6, Strategy 3);
- Pursuit of a seamless electronic exchange of selected health and human services data with other selected County providers of related services beginning with the Departments of Health Services and Mental Health (Goal 7, Strategy 1); and
- Implementation of a region-wide public safety radio interoperability system that is capable of linking with State interoperability efforts (Goal 8, Strategy 1).

These and other Strategies proposed for your Board’s approval in this Strategic Plan update clearly reflect the continued maturing of the County’s strategic planning process and the progress of our overall effort to change the culture in the County from one of “stovepipe” operations to one of collaboration and coordination. The substance of the Strategies increasingly address matters deeply relevant to County leaders and which your Board has collectively identified as vital to moving forward as a County enterprise, including:

- Enhancing the quality and effectiveness of contracts and contract oversight with our partners in providing services; and
- Increasing accountability among County managers for producing results with the resources they are provided.

Further, the Guiding Coalition continues to assume greater responsibility and authority for crystallizing strategic issues and providing guidance to those implementing specific Strategies in the Strategic Plan when obstacles or challenges are encountered. The Guiding Coalition has proven to be a most valuable forum for facilitating collective executive focus on the County's strategic direction, and the continued participation of your Board deputies in that process is vital.

At the June Conference, department heads were again offered the opportunity to join the Guiding Coalition, and current membership now stands at 17 department heads and one deputy from each Board office (Attachment III). The Guiding Coalition also updated their Charter (mission) at the June Conference, refining their role and tasks to account for objectives accomplished and new challenges; the Charter now also includes reference to the County's shared values. The revised Charter has been signed by all members and is included for your information (Attachment IV).

#### Strategic Plan for Municipal Services

The Strategic Plan for Municipal Services was adopted by your Board on July 3, 2001. The purpose of the plan was to improve municipal service delivery to the County's approximately one million residents living in unincorporated areas. The 2002 Strategic Plan update adopted by your Board included the addition of Goal 6: Community Services. The purpose of Goal 6 is to *"improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs."* Since the purpose of the Strategic Plan for Municipal Services falls within the auspices of Goal 6 of the County Strategic Plan, we do not believe it is necessary to maintain and update a separate plan. Several elements of the original Municipal Services Strategic Plan are ongoing, and Goal 6 of the County Strategic Plan effectively serves as the long-term planning guide with updated Strategies and Objectives for meeting the needs of unincorporated County communities.

Implementation of *Performance Counts!* Phase II Pilot Project

Continuing on the success of the *Performance Counts!* roll-out in 2003, all County departments have continued to refine and enhance the quality of their *Performance Counts!* measures, as well as expand *Performance Counts!* measures to address more of their programs in the 2005-06 Proposed Budget. In 2004, Phase II of *Performance Counts!* was implemented via a pilot project involving seven departments to align *Performance Counts!* programs and budget reporting units to more effectively integrate performance results into budget decision-making and answer, "What resources are invested to achieve what results?" The longer-term objectives are as follows:

- Integrate the use of performance measures into management decision-making, including operational decisions, resource allocation as feasible, service and process improvement efforts, and organizational priorities;
- Incorporate department performance result data and trends into annual County budget discussions;
- Support program managers by providing regular access to financial and operational information regarding programs to better manage the resources allocated to achieve results;
- Build capacity within programs to understand and report the performance cost trends associated with service provided; and
- Utilize *Performance Counts!* data in the Children and Families Budget and the County Progress Report.

In addition to the aforementioned, another key objective of Phase II is to develop an approach for integrating *Performance Counts!* reporting into the County's new financial system, eCAPS. The seven pilot departments are working to review how *Performance Counts!* programs could be coded in eCAPS as well as how this information could be mapped to facilitate County level reporting of expenses across departments and programs. This part of the pilot project is scheduled to be completed before the implementation of eCAPS scheduled for July 1, 2005.

Lessons learned from the Phase II pilot project will help facilitate a successful roll-out to all County departments within the next few years. The proposed update to the Strategic Plan includes expansion of the *Performance Counts!*/Budget Integration pilot to at least ten more departments for inclusion in the 2006-07 Proposed Budget.

### Leadership Survey 2004

The primary *Performance Counts!* indicator identified for the Chief Administrative Office (CAO) for the FY 2005-06 Proposed Budget is a rating of the leadership provided for the County's strategic planning and performance measurement initiatives. In this regard, the CAO recently distributed the second annual survey to all department heads, as well as Board deputies that participate as members of the Guiding Coalition. The survey consisted of 18 statements covering the topics of: 1) strategic planning support team, 2) Guiding Coalition, 3) *Performance Counts!*, and 4) general Strategic Plan implementation efforts. Respondents were requested to state their level of agreement to each statement on a scale ranging from "Strongly Disagree" to "Strongly Agree", or to indicate "Not Sure." The results, as reflected in Attachment V indicate mixed opinions on the topics covered. Analysis of the data indicates that:

- Responses to statements concerning *Performance Counts!* indicate that significant progress is being made in implementing this framework;
- The percentage of "Not Sure" or "Strongly Disagree/Disagree" responses to Guiding Coalition leadership suggest that the work of the Guiding Coalition needs to be better communicated; and
- The County strategic planning process has assisted executives in managing their departments and preparing for future challenges.

These results will be further evaluated by the Guiding Coalition and addressed at the next County Executive Strategic Planning Conference in June 2005.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The new and updated Strategies reflected in the proposed Strategic Plan update should benefit the County significantly by concentrating on some of the most critical organizational and programmatic issues challenging the County of Los Angeles.


### **CONCLUSION**

The past few years have seen tremendous growth and progress in the County's Strategic Planning efforts. The proposed update to the Strategic Plan recommended in this letter attests to the Guiding Coalition's leadership and commitment to addressing countywide

Honorable Board of Supervisors  
March 15, 2005  
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issues and working across departments to provide "effective and caring service." These updates validate the Strategic Plan as a "living document" that will help provide direction to the County's leaders, managers, and staff at all levels. The Guiding Coalition will continue to manage and monitor implementation of the County Strategic Plan, and provide your Board with annual implementation status reports.

Respectfully submitted,



DAVID E. JANSSEN  
Chief Administrative Officer  
Chair, Guiding Coalition

DEJ:MKZ  
JR:os

Attachments (5)

c: All Department Heads  
Chair, Quality and Productivity Commission  
Administrative Deputies  
Departmental Strategic Plan Contacts



# **ATTACHMENT I**

## **COUNTY OF LOS ANGELES PROPOSED STRATEGIC PLAN UPDATE 2005**

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### **GOAL 1: SERVICE EXCELLENCE:**

**Provide the public with easy access to quality information and services that are both beneficial and responsive.**

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**Strategy 1: By May 31, 2006, develop and implement an enhanced countywide employee recognition system and related communication plan that recognizes performance reflective of the County mission statement and values. The plan should recognize both management and non-management employees and both individuals and teams, include linkages to departmental programs, include both monthly and annual recognition, and provide a regular reporting protocol to the Board of Supervisors.**

**Objective 1: By April 15, 2005, convene an interdepartmental team of approximately 12 members, reflecting a cross-section of departments and including both management and line staff, to oversee development and implementation of the proposed recognition system and communication plan. Ensure appropriate liaison with labor organizations.**

**Objective 2: By June 15, 2005, based on analysis of current countywide and departmental employee recognition programs and recent employee satisfaction surveys, develop a draft proposed recognition and communication plan.**

**Objective 3: By August 30, 2005, obtain approval from the Guiding Coalition of the proposed recognition system and communication plan.**

**Objective 4: By November 30, 2005, obtain Board of Supervisors approval of the proposed recognition system and communication plan.**

**Objective 5: By January 1, 2006, implement the new recognition system and communication plan, and schedule formal roll-out consistent with Public Service Recognition Week.**

**Objective 6: By May 31, 2006, implement a regular monitoring and reporting protocol for administering the program and advising the Board of Supervisors on program experience and recommending program modifications as appropriate.**

**Objective 7: By May 31, 2006, apply lessons learned from employee recognition system communication plan to broader countywide communication efforts.**

**Strategy 2: By December 31, 2006, implement programs to improve the efficiency, quality and responsiveness of County services to all residents.**

**Objective 1: By May 31, 2005 department heads will approve countywide customer service and satisfaction standards.**

**Objective 2: By July 30, 2005, all departments will initiate programs, including training, to communicate and reinforce the adopted customer service and satisfaction standards.**

**Objective 3: By December 2005, the CAO in partnership with the CIO and the Director of Personnel shall develop centralized resources to assist departments in the assessment of customer satisfaction with services. The centralized resources may include, but are not limited to: technical staff support in the development of reliable survey instruments; software support**

for the production, delivery and analytical computation of survey results; financial support; etc.

- Objective 4: By June 30, 2006, each department will have in place a process to assess customer satisfaction with the department's main mission services such as on the spot or annual surveys.
- Objective 5: By June 30, 2006, the County (CAO/CIO) will analyze the feasibility and value of developing and conducting a countywide survey to assess the public's general perception of the quality and effectiveness of County services and their delivery.
- Objective 6: By January 31, 2006, conduct a survey to identify common services across departments that may impact customer service.

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**GOAL 2: WORKFORCE EXCELLENCE:**  
**Enhance the quality and productivity of the County workforce.**

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**Strategy 1: By December 31, 2006, establish an employee development system that improves the quality of the workforce.**

- Objective 1: By October 30, 2005, continue to build on the implementation of the e-Learning Suite in Public Health Programs by securing funding and initiating implementation of the enterprise e-Learning System throughout the County.
- Objective 2: By January 31, 2006, create a vacancy clearing house by expanding the functionality of DHR's online Transfer Opportunity database to permit employees who desire a transfer opportunity to post short, anonymous, structured descriptions of their qualifications and positions desired. This clearing house would also allow Departments to efficiently search the postings and contact individuals via a private, electronic mailbox.
- Objective 3: By January 31, 2006, begin implementation of a formal management mentoring program that will include the recruitment and matching of Mentors and Mentees, ongoing training programs and a networking group to support Mentees' learning, performance and career development.
- Objective 4: By January 31 2006, conduct a feasibility study with recommendations concerning funding, timelines and other issues related to implementing a developmental program for key management positions. Issues to be considered include early examinations to identify potential candidates early and transition processes that ensure continuity of leadership.
- Objective 5: By March 31, 2006 create a structured, goal and competency based job rotation program that develops job specific competencies (knowledge, skills, abilities and other characteristics) needed to accomplish organizational goals and meet performance requirements, in initially focusing on the development of templates, best practices, and policies and procedures for departmental use.
- Objective 6: By October 1, 2006, conduct a feasibility study to determine the issues that would need to be addressed to implement an inter-departmental job rotation program.
- Objective 7: By December 31, 2006, identify patterns of job competencies (career paths) that would allow employees to move within or across job series or job families based on required job knowledge, skill, abilities or other characteristics.

**Strategy 2:** By July 1, 2007 begin a phased implementation of the proposed countywide performance management system, designed to improve individual performance, and align employee job performance and work behaviors with County and/or departmental strategic objectives and values.

**Objective 1:** By June 30, 2005, create a steering committee, chaired by the Director of Personnel, which will review and approve the work of an implementation team for a new performance management system including an approach to solicit feedback from employees on supervisors' demonstration and support of important strategic values and effective management and supervisory practices.

**Objective 2:** By September 30, 2005, develop and submit to the steering committee a plan for implementing an automated, enterprise-wide performance management system, that will address any special administrative or regulatory departmental requirements and core performance expectations for the most populous classes. The system should be capable of managing the ongoing collection and analysis of work life and training needs data from employees to help assess the effectiveness of programs and other interventions implemented to improve service delivery and the work environment and performance.

**Objective 3:** By January 31, 2006, initiate discussions with labor organizations, employees and other groups regarding an enterprise-wide performance management system.

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**GOAL 3: ORGANIZATIONAL EFFECTIVENESS:**  
**Ensure that service delivery systems are efficient, effective and goal-oriented.**

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**Strategy 1:** By April 30, 2005, implement the first phase of the shared services alternative support services model to maximize the ability of departments to focus on their core missions.

**Objective 1:** By October 31, 2004 obtain Guiding Coalition approval to consolidate 18 small departments' general ledger, payroll, and procurement functions, transferring the staff to the Auditor-Controller to provide these services for the departments.

**Objective 2:** By December 31, 2004 complete pre-consolidation activities including consulting union representatives, identifying staff to be transferred, calculating billing rates to recover first year costs, identifying space, purchasing equipment, developing performance metrics and other customer services standards, developing service agreements, and forming an oversight committee to represent the 18 client departments.

**Objective 3:** By April 1, 2005 have signed and executed service level agreements with client departments that define performance standards and expectations.

**Objective 4:** By July 1, 2005 go-live with the consolidated service center for 18 client departments.

**Objective 5:** By September 30, 2005 conduct the first client department performance assessment under the supervision of the Guiding Coalition. Perform the second assessment by March 31, 2006.

**Objective 6:** By July 1, 2006 begin Phase 2 of this project transferring fiscal functions in other small departments that were not fully transferred in the first phase of fiscal functions transferred to the Auditor-Controller.

**Strategy 2: By September 30, 2005, report on recommendations to expand the Shared Services approach to leverage the expertise of other departments to perform those services.**

**Objective 1:** By February 28, 2005, establish a leadership team to identify potential services through surveys, focus groups, and other data gathering mechanisms. The leadership team will develop an evaluation process and methods.

**Objective 2:** By September 30, 2005, report to the Guiding Coalition with recommended priorities and implementation plan.

**Strategy 3: By September 30, 2006, conduct an analysis and assessment of the effectiveness of the existing contract administration and monitoring organizational structures and training programs.**

**Objective 1:** By January 31, 2006, conduct an assessment of knowledge, skills, and abilities required of contract development, administration and monitoring staff and identify current staff competencies and skill levels in departments, including a review of lessons from Auditor-Controller pilot projects.

**Objective 2:** By February 28, 2006, design a County staffing model that incorporates contracting staff classifications by specialty (e.g., health and services contracts, information technology [IT] contracts, Master Agreements, etc.).

**Objective 3:** By March 30, 2006, initiate the design or revision of training programs for contract development, administration, and monitoring staff, including training in specialized contract areas (e.g., health and human services, IT, Master Agreements, etc.).

**Objective 4:** By September 30, 2006, begin enhanced training programs for contracts staff.

**Strategy 4: By December 31, 2007, improve the administration and effectiveness of services provided through social services contractors, including identification and evaluation of approaches to best leverage contract development and monitoring expertise.**

**Objective 1:** By December 31, 2005, determine approaches to reward social services contractors that exceed established program performance measures and outcomes, and develop a structured process for improving the performance of contractors that are not fully meeting performance expectations.

**Objective 2:** By December 31, 2005, complete a study determining the feasibility of reducing social services contractors' administrative costs, program fraud and abuse, and increasing program performance through partnerships with vendors/contractors that would provide administrative services and program oversight for groups of contract providers.

**Objective 3:** By December 31, 2007, convert all social services contracts to outcome-based contracts with performance standards, beginning with the highest cost contract programs, where possible.

**Strategy 5: By May 1, 2006, streamline and standardize the business processes for the acquisition and management of technology-based solutions and projects.**

**Objective 1:** By April 30 2005, submit recommendations to the Board of Supervisors redefining the conditions under which the County should obtain the services of outside legal counsel in a more cost effective way to assist in reviewing and negotiating IT contracts.

**Objective 2:** By June 30, 2005, develop requirements and review criteria to ensure all technology-based contracts resulting in the delivery of a contracted service or product is deliverable-based with associated payments identified for each deliverable.

Objective 3: By July 1, 2005, establish a process to ensure all technology-based initiatives are assessed as to their impact and opportunities for collaboration with other County departments to ensure integration with a focus on countywide solutions, where applicable.

Objective 4: By September 30, 2005, establish a policy that requires departments planning new computer- and telecommunications-based solutions to complete a formal business requirements document that includes evaluation of technology infrastructure, sustaining costs, staff training and the identification of definitive project performance objectives prior to the solicitation.

Objective 5: By January 1, 2006, submit recommendations to the Board of Supervisors to streamline standard contract terms and conditions that are both commensurate with assumed risk, and responsible and effective in allowing the County to contract with large, medium and small vendors of IT products and services.

Objective 6: By April 30, 2006, develop guidelines/best practices for determining requirements, proposal evaluation instruments, and proposal scoring for new computer- and telecommunications-based requests for proposals.

**Strategy 6: By July 1, 2006 complete the implementation of one or more standard technology components for facilitating electronic information-sharing between County departments to support the County Strategic Plan and Departmental missions.**

Objective 1: By April 1, 2005 determine the initial funding, technical staffing and governance structure(s) needed to implement electronic information sharing services.<sup>1</sup>

Note: Multiple organizations or (Affinity Groups) may be required to effectively manage electronic information exchange.

Objective 2: By April 1, 2005 complete the effort already in progress to establish a centralized business intelligence reporting infrastructure based on the County standard software.

Objective 3: By July 31, 2005, compile and disseminate to all departments a list of data possessed by county departments available to be shared with each other and/or the public.

Objective 4: By September 30, 2005 develop a website containing searchable databases, along with information sharing initiatives, success stories, data standards, contact points for questions and links to relevant other sites.

Objective 5: By September 30, 2005, issue a report on the legal, political, policy and privacy barriers to electronic information sharing and recommendations for addressing each issue.

Objective 6: By December 31, 2005 establish a dictionary of data elements utilized in supporting the Departmental electronic information sharing process (e.g., data format, frequency of updating, etc.).

Objective 7: By July 1, 2006 implement a County-wide GIS information sharing service including a GIS data dictionary, website accessible GIS user guide(s) and governance structure for adding additional GIS data layers.

<sup>1</sup> One-time and on-going funding must be provided to successfully complete this objective and other information-sharing objectives. ISD will work with the CAO, CIO and other departments on the funding strategy.

**Strategy 7: By June 30, 2006, improve the operational efficiency of the County of Los Angeles Risk Management Program.**

**Objective 1:** By June 30, 2005, develop an orientation program for department heads, their chief deputies and Risk Management Coordinators regarding their roles in Loss Control and Prevention Plans and Corrective Action Plans.

**Objective 2:** By September 30, 2005, in collaboration with departments, accelerate the development and implementation of County Loss Control and Prevention Plans and Corrective Action Plans.

**Objective 3:** By December 31, 2005, improve the accuracy and functionality of the RMIS database so it preserves and protects attorney-client privileges and attorney work product privilege while facilitating a balance between workflow efficiencies and managerial necessities; and, further, conforms to system requirements and utilization for managerial, risk management, actuarial, financial, claims and underwriting requirements and other user needs.

**Objective 4:** By December 31, 2005, evaluate the risk management program benefits and the cost effectiveness of consolidating County departments' vehicle, property, aviation, liability, and tort claim adjusting responsibilities and related staff in the CAO Risk Management Branch, and implement recommendations.

**Objective 5:** By December 31, 2005, in collaboration with County Counsel, Auditor-Controller, and departments, develop and implement standardized countywide claims adjusting policies, procedures or guidelines.

**Objective 6:** By June 30, 2006, decrease by 5 percent, as measured from June 30, 2005, the County's tort claim payments, expenses and reserves as well as the average tort claim durations [average length of time to resolve a specific type of claim].

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**GOAL 4: FISCAL RESPONSIBILITY**  
**Strengthen the County's fiscal capacity**

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**Strategy 1: By April 30, 2007, expand the *Performance Counts!* Budget Integration pilot to all County departments.**

**Objective 1:** By June 30, 2005, review the results of the *Performance Counts! (PC!)* Phase II pilot to integrate *PC!* and budget program reporting at a department head meeting.

**Objective 2:** By September 30, 2005, begin implementation to expand the project to at least 10 more County departments for the 2006-07 Proposed Budget based on lessons learned in the Phase II pilot.

**Objective 3:** By September 30, 2006, review lessons learned from *PC!* budget integration efforts and implement a plan that expands budget integration to remaining County departments, with required resources and systems in place, and reflect results in the 2007-08 Proposed Budget by April 30, 2007.

**Strategy 2: By April 30, 2007, implement performance-based management decision-making based upon *Performance Counts!* data.**

Objective 1: By April 30, 2005, test the use of the "STATS" process for performance-based management decision-making in a social services setting at the Department of Public Social Services.

Objective 2: By September 30, 2005, the Guiding Coalition will review results of DPSSStats as a pilot approach for performance-based management decision-making.

Objective 3: By January 1, 2006, compare DPSSStats pilot results with other departmental approaches to performance-based decision-making and expand pilot(s) to other volunteer departments.

Objective 4: By April 30, 2007, review lessons from pilots and adopt County plan for performance-based management decision-making relying on *PCI* data.

**Strategy 3: By March 31, 2007, reduce the County's cost of litigation by changing the emphasis from litigation management to claims adjustment and risk control and prevention utilizing a collaborative format.**

Objective 1: By June 30, 2005, in recognition of the centralization of County risk management functions into the CAO, recommend changes to County Code and administrative procedures to enhance the CAO's ability to adjust and provide for settlement of claims, while preserving and protecting the County's attorney-client privileges and attorney work product privilege, through a collaborative, organizational partnership with County Counsel and departments [one option is the CAO's authority to adjust and settle claims].

Objective 2: By June 30, 2005, recommend increasing litigation settlement authority for County Counsel and the County Claims Board and claims settlement authority for the CAO, County Counsel and the County Claims Board.

Objective 3: By December 31, 2005, evaluate and implement a process to establish annual vehicle, property, liability and tort actuarial studies to improve the accuracy of the County's budgeting and cost allocation processes; and by June 30, 2006, produce the first report for loss data.

Objective 4: By March 31, 2007, applying the June 30, 2006 tort actuarial study, recommend enhanced cost allocation methodologies utilized to fund the County's cost of risk.

**Strategy 4: By January 3, 2006, address reducing the spiraling growth of workers' compensation claims and related expense by treating such claims and expense as a countywide financial crisis.**

Objective 1: By April 1, 2005, develop and implement a Medical Provider Network to treat workers' compensation claimants.

Objective 2: By June 30, 2005, engage executive management to articulate, publicize, and demonstrate a personal commitment to 1) claims and loss control policies that reduce workers' compensation claims; and 2) the deterrence, detection, and prosecution of workers' compensation fraud and abuse.

Objective 3: By September 30, 2005, implement a Board of Supervisors mandated Return-to-Work Program and a structure for intradepartmental and interdepartmental employee transfer programs.

Objective 4: By December 31, 2005, in collaboration with departments, develop and assist departments to implement an aggressive countywide loss control and prevention program.

Objective 5: By December 31, 2005, implement comprehensive workers' compensation claim reports that provide claim information and comparative intra- and inter-department performance data.



- Objective 6: By December 31, 2005, in collaboration with County Counsel, evaluate the cost/benefit of implementing a defense attorney (outside panel) hourly billing process.
- Objective 7: By January 31, 2006, evaluate a countywide applicant medical examination program and implement new protocols, techniques and procedures to improve examination effectiveness in assessing applicant fitness for duty and decreasing examination expense.
- Objective 8: By January 31, 2006, evaluate current countywide employee and pre-employment drug and alcohol testing programs, and propose modifications to improve their effectiveness in identifying substance abuse/misuse and preventing workers' compensation claims.
- Objective 9: By September 30, 2006, in collaboration with CAO Employee Relations and County Counsel, evaluate the cost/benefit of implementing a pilot Workers' Compensation Alternative Dispute Resolution Program.
- Objective 10: By December 31, 2006, evaluate the ability to improve County departments' commitment to loss control and prevention and claim expense reduction by including a cost savings incentive component in the County's workers' compensation cost allocation model.

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#### **Goal 5: CHILDREN AND FAMILIES' WELL-BEING**

**Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.**

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**A family is defined as a group of people consisting of children, their caregivers, and other adults, including seniors, who relate to each other and are interdependent for meeting their basic living needs.**

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**Strategy 1: Good Health: Enhance the ability of children and families to access quality health care.**

Objective 1: By January 2005, DHS hospitals will ensure that 95-100 percent of the babies born to Medi-Cal mothers shall be enrolled in the Medi-Cal program; and 95-100 percent of babies born to non Medi-Cal mothers will be screened and enrolled in health care coverage programs for which they are eligible.

Objective 2: By April 2005, ensure that 100 percent of the babies born at non-County hospitals to Medi-Cal mothers shall be enrolled in health care coverage programs for which they qualify within 45 days after the birth is reported to DPSS.

Objective 3: By May 2005, through their leadership and active participation in the Children's Health Initiative, DMH, DHS and DPSS, will complete and begin implementation of a "health access blueprint" to ensure quality health care for children and youth in Los Angeles County.

Objective 4: By May 2005, the departments of Health Services and Public Social Services, with assistance from the Chief Information Office, shall review the feasibility study for One-E-App as a universal enrollment and retention system and provide a recommendation to the Board of Supervisors on whether to move forward with implementation.

Objective 5: By October 2005, using the selected software, implement LACoHelps, formerly known as Los Angeles Services Identification and Referral (LASIR), to help families identify

services and programs that might be available to them based on their unique circumstances.

**Strategy 2: Economic Well-Being: Enhance the ability of families to achieve self-sufficiency and economic well-being.**

**Objective 1:** By June 2005, complete an implementation plan for the County's Special Needs Housing Strategic Plan that addresses the needs of children and families with special needs.

**Objective 2:** By December 2005, increase the number of families with children receiving the Earned Income Tax Credit by 20,000; and by December 2006, ensure that at least an additional 15,000 over the 2005 tax year are enrolled.

**Objective 3:** By December 2005, the CAO and the Children's Planning Council (CPC), working with a private-public taskforce, will develop a Family Economic Success Plan that includes specific strategies related to workforce development, family supports, and community investments.

**Strategy 3: Safety and Survival: Enhance the ability of children to live in safe, stable, and nurturing families.**

**Objective 1:** By July 2005, decrease the average time needed to safely reunify children and youth with their birth families by 10 percent, from 24 months to 21.6 months, through the implementation of a child/youth reunification action plan involving a broad spectrum of public and private stakeholders.

**Objective 2:** By July 2005, (1) decrease the amount of time needed for a child to be legally adopted from 56 months to 50 months; and (2) increase the percentage of foster youth age 14 and older who leave the dependency system with legal permanence, and strong and enduring ties to one or more nurturing adults from 18 percent to 20 percent through the implementation of a child/youth adoption action plan, which includes the participation of key public and private stakeholders.

**Objective 3:** By December 2005, develop a plan to decrease the disproportionate representation of children and youth of color in the child welfare system and to improve their outcomes. This would include the development of targeted efforts to address these issues in relation to specific geographic areas, age groups, ethnic/racial groups and cohorts.

**Objective 4:** By December 2005, assess the effectiveness of implementing family-centered team decision making processes at the point families come to the attention of the County, to determine if earlier implementation of the processes employed result in increased safety and stability for children.

**Strategy 4: Social and Emotional Well-Being: Enhance the ability of families to live in safe, stable, and supporting communities**

**Objective 1:** By July 2006, the County, in partnership with the CPC and the Children and Families Commission, using a broad-based public-private task force, will develop a multi-agency, Countywide prevention plan that emphasizes public-private partnerships and includes detailed action steps that will result in more effective achievement of children and families safety and well-being, through a continuum of County and community-based prevention services, and family and community supports including workforce development and community investment strategies.

**Strategy 5: Educational/Workforce Readiness: Create affordable, accessible and quality child development, educational, cultural, and vocational skill development opportunities for children and families.**

- Objective 1: By December 2005, the Education Coordinating Council will have developed a "blueprint" for raising the educational achievement of foster and probation youth to equal that of other youth.
- Objective 2: By December 2005, the CAO's Office of Child Care will have implemented, in conjunction with County Departments, a communication plan that will inform County clients and employees of the range of child care and development services, including subsidized child care that are available in the County.
- Objective 3: By December 2005, the CAO's Office of Child Care will increase access to subsidized child care services for County clients by registering at least two County Departments as Centralized Eligibility List (CEL) participants, and training their staff to use CEL.
- Objective 4: By December 2005, the Policy Roundtable for Child Care, in conjunction with LACOE, will convene and facilitate a committee comprised of child care providers and elementary school districts for the purpose of developing policies and procedures for better coordination of early or pre-school education services for children transitioning to kindergarten and more formal public schooling.
- Objective 5: By July 2006, the Countywide Prevention Plan developed under Strategy 4, Objective 1, shall integrate child development services with other services provided by the County such as housing, public health, municipal services in unincorporated areas, community development, parks and recreation, etc.
- Objective 6: By December 2007, the County, in conjunction with the Policy Roundtable on Child Care, will seek funding to establish a rating system for quality child care similar to those adopted by other states; and ensure access to technical assistance so that child care providers throughout the County will have the support needed to provide high quality services to children and families.
- Strategy 6: Establish alignment between departments and stakeholders around achieving the Goal 5 Outcomes.**
- Objective 1: By September 2005, complete a process that builds on the FY 2004-05 priority alignment process and engages stakeholders and County department executives in a series of nine "town hall" meetings for purposes of establishing and aligning the County's H&HS priorities for FY 2005-06.
- Objective 2: By December 2005, develop a cross-agency, multi-disciplinary team approach to providing services to children and families at a community-based, family-focused Family Support Center being developed in the East San Fernando Valley to ensure children and families receive accessible and responsive H&HS provided by County Departments and community-based providers.
- Objective 3: By April 2006, complete implementation of the restructured Children and Families Budget (C&FB) that supports program performance and results, aligns with *Performance Counts!* and serves as a useful decision making tool for the Board of Supervisors, County policymakers, and the community.
- Objective 4: By June 2006, County H&HS departments will align their policy, planning, evaluation, programs, and practice guidelines with the family support and community capacity building principles (Partnering Principles).
- Objective 5: By December 2006, the New Directions Task Force will complete an assessment and develop recommendations to the Board of Supervisors for improvement of the County's planning, policy and programmatic development infrastructure for the implementation of Goal 5.

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### **GOAL 6: COMMUNITY SERVICES**

**Improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs.**

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**Strategy 1:** By June 30, 2005, develop a work plan to implement the integrated code enforcement initiative.

**Objective 1:** By May 31, 2005, hold the first semi-annual code enforcement cross-training conference for County staff involved in the code enforcement process and initiate plans to train certain non-code enforcement staff in basic code enforcement processes.

**Objective 2:** By June 30, 2005, issue initial report on effectiveness of integrated code enforcement initiative.

**Strategy 2:** By September 30, 2006, the Community Services Task Force, in collaboration with all involved stakeholders, will implement the Service Enhancement Strategy of the "Strategic Plan for Municipal Services."

**Objective 1:** By May 31, 2005, determine the feasibility of incorporating the County's Unincorporated Community Help Line and Toll-Free Code Enforcement Hotline into the County's planned 2-1-1 information and referral system (Municipal Service Information Program).

**Objective 2:** By August 31, 2005, publish and distribute an emergency preparedness resource booklet to residents and business owners of the Topanga community consistent with the work plan of the Community Emergency Management Plan Program, integrating the activities of participating County departments with other involved agencies and community volunteer emergency preparedness groups. By September 30, 2005, publish and distribute the Topanga Emergency Management Plan to involved County departments, other agencies, and community emergency preparedness organizations.

**Objective 3:** By September 30, 2005, develop a set of review protocols for projects to be considered under the Economic Development Business Incentive Program Board Policy (Economic Development Program). By October 31, 2005, develop recommendations, including a funding plan, to create an economic development fund for use by Board offices to fund economic development initiatives and planning efforts for the enhancement or attraction of business in the County's unincorporated communities or through joint planning efforts with cities.

**Objective 4:** By December 31, 2005, expand the availability of unincorporated community websites (Municipal Service Information Program) through the development of websites for at least four additional communities and implement website maintenance protocols requiring involved County departments to maintain their community website content on a regular maintenance schedule.

**Objective 5:** By September 30, 2006, complete a comprehensive evaluation of the Municipal Service Information Program, including the utilization of performance measures and customer surveys, to determine the effectiveness of the Program and identify opportunities to further refine and expand the Program in other unincorporated communities, including the feasibility of utilizing other communication mechanisms.

**Strategy 3: By June 30, 2007, the Community Services Task Force, in collaboration with all involved stakeholders, will implement the Service Integration Strategy of the "Strategic Plan for Municipal Services."**

**Objective 1:** By September 30, 2005, complete a comprehensive evaluation of the Community Enhancement Team Approach in Florence-Firestone, including the utilization of *Performance Counts!* and customer surveys, and identify opportunities to further refine and expand the Community Enhancement Team Approach in other unincorporated communities for which resources have been identified.

**Objective 2:** By October 31, 2005, select one additional unincorporated area community in addition to Florence-Firestone for the Community Enhancement Team Approach; initiate implementation within six months of selection.

**Objective 3:** By December 31, 2005, or within 30 days of occupancy, develop operational protocols and provide cross-training of department work flow processes and procedures for the staff of tenant departments at the East Los Angeles County Hall (Civic Center Approach) to ensure the effective delivery of integrated services to the community.

**Objective 4:** By December 31, 2006, or within one year after occupancy of the East Los Angeles Civic Center, complete a comprehensive evaluation of the Civic Center Approach, including the utilization of *Performance Counts!* and customer surveys, to determine the effectiveness of the Civic Center Approach.

**Objective 5:** By June 30, 2007, or one year after occupancy of East Los Angeles Civic Center, identify one additional unincorporated community to implement the Civic Center Approach.

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**GOAL 7: HEALTH AND MENTAL HEALTH:**

**In order to improve health and mental health outcomes and maximize utilization of scarce resources, implement a client-centered, information-based health and mental health services delivery system that provides cost-effective and quality services across County departments.**

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**Strategy 1: By December 31, 2008, achieve seamless electronic exchange of selected health and human services data with other selected County providers of related services, beginning with the Departments of Health Services and Mental Health by December 31, 2006.**

**Objective 1:** By December 31, 2005, reduce the rate of multiple medical record numbers issued to a single patient within a DHS cluster by one-quarter from as much as 20% in 2004 to no more than 15%.

**Objective 2:** By June 30, 2006, develop and implement a system for assigning and tracking a single identifier for clients receiving Health and Mental Health County services.

**Objective 3:** By September 30, 2006, use the single identifier to aggregate selected clinical and/or service data from County Departments of Health Services and Mental Health that enables the sharing of information between these two departments.

**Objective 4:** Beginning in January 2008, expand the systems methodology to achieve sharing of basic information among other selected County providers of related services.

**Strategy 2:** By September 30, 2008, County Departments of Health Services, Mental Health, and others develop and implement an outcomes measurement system that includes specific benchmarks for providing cost-effective and quality services to county clients.

**Objective 1:** By June 30, 2005, develop specifications for a pilot outcomes measurement system for County Departments of Health Services and Mental Health that include measurement standards and tools.

**Objective 2:** By June 30, 2006, assess performance in the form of a preliminary report for the pilot outcomes measurement system of County departments of Health Services and Mental Health.

**Objective 3:** By December 31, 2006, develop specifications for an overall outcomes measurement system that includes measurement standards and monitoring tools for County Departments of Health Services and Mental Health to assess performance of cost-effective and quality services. This outcomes measurement system links to the County single identifier system for County departments of Health Services and mental Health.

**Objective 4:** By June 30, 2007, produce preliminary progress report of performance of outcome measurement system, based on selected measures of County departments of Health Services and Mental Health.

**Objective 5:** By September 30, 2008, implement an outcomes measurement system for County Departments of Health Services and Mental Health.

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**GOAL 8: PUBLIC SAFETY:**

**Increase the safety and security of all residents in Los Angeles County through the comprehensive integration of public safety information systems in coordination with local, County, State and Federal agencies.**

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**Strategy 1:** By October 31, 2007, implement a region-wide public safety radio interoperability system that is capable of linking with State interoperability efforts. (Radio Interoperability)

**Objective 1:** By June 30, 2005, acquire necessary equipment to achieve full voice interoperability among law enforcement agencies throughout Los Angeles County.

**Objective 2:** By October 31, 2005, complete necessary improvements to Sheriff's Communications Center and local infrastructure to achieve full voice interoperability.

**Objective 3:** By October 31, 2006, complete the coordination and acquisition of necessary resources to complete the installation of interoperability equipment with adjacent counties through the Los Angeles Regional Tactical Communications System (LARTCS).

**Objective 4:** By October 31, 2007, complete the coordination and integration of LARTCS into the state interoperability system.

**Current efforts and associations:**

- Locally: Interoperability Communications Unit (ICU), Sheriff's Communications Center (SCC)
- Regionally: Los Angeles Regional Tactical Communications Systems (LARTCS), currently comprised of nine counties
- Nationally: Safecom, Rapidcom 9/30 Committee

**Strategy 2: By December 31, 2006, implement law enforcement data interoperability through the development of a data sharing environment that supports the primary mission of all public safety agencies through the collection and distribution of law enforcement information and crime data on local, regional, State and Federal levels. (Data Interoperability)**

**Objective 1:** By December 31, 2004, develop key alliances with public safety organizations at the local, regional and national levels who are stakeholders in the development of data sharing strategies.

**Objective 2:** By June 30, 2005, develop a coordinated strategy for the automated sharing of law enforcement information and crime data among regional public safety agencies.

**Objective 3:** By March 31, 2006, implement a regional crime information database predicated on federal standards.

**Objective 4:** By December 31, 2006, integrate local efforts for bi-directional law enforcement information sharing and data exchange with regional and national efforts in support of the U.S. Department of Justice's Law Enforcement Information Sharing Strategy.

**Current efforts and associations:**

- **Locally:** Fire/Sheriff Consolidated Communications System
- **Regionally:** Los Angeles Regional Integrated Law and Justice Project – All Los Angeles County law enforcement agencies; Orange County Sheriff's Department; San Diego County.
- **Nationally:** F.B.I.'s Law Enforcement National Data Exchange (N-DEx) Program; currently participating in the west coast "pilot focus group" with Arizona Dept. of Public Safety, Nevada Dept. of Public Safety, Las Vegas Metropolitan Police Department, Henderson NV Police Department, Joint Drug Intelligence Group (multi-agency), San Diego County's Automated Regional Justice Information System; currently participating in the N-DEx "project working group" at the national level.

**Strategy 3: By June 30, 2007, provide integrated crime analysis services in support of intelligence-led policing by establishing initiatives to facilitate the timely collection, effective analysis, and sharing of information with law enforcement agencies locally, regionally and nationally. (Crime Analysis Integration)**

**Objective 1:** By March 31, 2005, develop a plan detailing crime and intelligence analysis solutions within the County of Los Angeles.

**Objective 2:** By June 30, 2005, identify a regional crime analysis and law enforcement data sharing solution among all Los Angeles County law enforcement agencies.

**Objective 3:** By December 31, 2005, identify requirements and funding sources for effective crime and intelligence staffing, integrated crime data sharing, and related logistical issues required to support crime and intelligence analysis solutions.

**Objective 4:** By June 30, 2007, implement integrated information sharing solutions in support of county-wide crime and intelligence analysis.

**Current efforts and associations:**

- **Regionally:** Los Angeles Regional Integrated Law and Justice Project in conjunction with the Los Angeles County Police Chiefs Association and all Los Angeles County law enforcement agencies; future connection to Orange County Sheriff's Department and San Diego County.

**Strategy 4: By December 31, 2005, integrate intelligence sources, data systems, and traditional criminal information systems from local, state and federal agencies to support the efficient and timely sharing of terrorism related intelligence as they relate to counter-**

**terrorism investigations and responses to terrorist acts. (Intelligence/Terrorism Early Warning Integration)**

- Objective 1: By December 31, 2004, identify and acquire funding sources for the enhancement of personnel necessary to staff the Los Angeles Terrorism Early Warning Group at the Joint Regional Intelligence Center on a 24 hour/7 day a week basis.
- Objective 2: By December 31, 2004, identify the necessary intelligence and criminal information systems and develop a master, over-arching Information Technology plan for to integrate the intelligence and case support functions of the FBI, LAPD, California Anti-Terrorism Information Center (CATIC) and the L.A. Terrorism Early Warning Group within the new Joint Regional Intelligence Center (JRIC) in Norwalk.
- Objective 3: By February 28, 2005, acquire the necessary baseline intelligence and criminal database systems to commence the intake and processing of terrorism related intelligence within the Terrorism Early Warning Group (TEW) and the Joint Regional Intelligence Center (JRIC).
- Objective 4: By December 31, 2005, complete the first phase of the TEW enhancement project by developing nodes to link the Regional Terrorism Threat Assessment Centers (RTTAC/TEW's) in San Diego, the Bay Area, Sacramento, and the California State Warning Center to share relevant terrorism related data for its applicability to potential acts of terrorism against targets in Los Angeles County.

**Current efforts and associations:**

- Locally: Los Angeles Terrorism Early Warning Group (LASD, LAPD, OPS, Health Dept., L.A. City F.D., L.A. Co. F.D.)
- Regionally: Joint Regional Intelligence Center (LASD, LAPD, FBI, Cal DOJ, U.S. Attorney's Office); Joint Terrorism Task Force (FBI L.A.)
- Nationally: Department of Homeland Security

**Strategy 5: By June 30, 2009, complete testing and begin implementation of a consolidated (LACoFD, LASD, OPS) County-wide phased-replacement wireless communications system to include voice, mobile data, and Computer Assisted Dispatch (CAD)." (Inter-Departmental Communications Integration)**

- Objective 1: By March 1, 2005, identify sources for personnel and resources necessary to proceed with Phase II (RFP development) for the Los Angeles County Fire-Sheriff/OPS Communications System Project. By June 30, 2005, identify funding sources for personnel and resources necessary to proceed with Phase III (systems implementation and training) for the Los Angeles County Fire-Sheriff/OPS Communications System Project.
- Objective 2: By March 1, 2005, identify and pursue funding sources to purchase and implement immediate communications systems upgrades (mobile data, and voice) relative to the overall Los Angeles County Fire-Sheriff/OPS Communications System Project.
- Objective 3: By December 31, 2006, purchase, and implement a County-wide mobile data communications system relative to the immediate communications systems upgrades identified by the Los Angeles County Fire-Sheriff/OPS Communications System Project.
- Objective 4: By December 31, 2006, purchase, and implement hand-held wireless voice end user equipment and perform necessary existing base station maintenance relative to the immediate communications systems upgrades identified by the Los Angeles County Fire-Sheriff/OPS Communications System Project.
- Objective 5: By June 30, 2007, purchase and implement mobile wireless voice end user equipment relative to the immediate communications systems upgrades identified by the Los Angeles County Fire-Sheriff/OPS Communications System Project.



Objective 6: By December 31, 2007, complete Phase II (RFP development and vendor selection process) and identify and acquire funding for Phase III (systems implementation and training) for the Los Angeles County Fire-Sheriff/OPS Communications System Project.

Objective 7: By June 30, 2009, complete testing of all systems and begin implementation, transition, and training of a consolidated (LACoFD, LASD, OPS) County-wide phased-replacement wireless communications systems to include voice, mobile data, and Computer Assisted Dispatch (CAD).

Current efforts and associations:

Locally: Los Angeles County Consolidated Fire/Sheriff/OPS Communications System Project,  
Executive Committee

# **ATTACHMENT II**

## STRATEGIC PLAN CLOSE-OUT REPORTS 2004

### GOAL 1. SERVICE EXCELLENCE:

Provide the public with easy access to quality information and services that are both beneficial and responsive.

**STRATEGY 1: BY DECEMBER 31, 2003, IMPLEMENT USER-FRIENDLY SERVICES.**

**Objective 1:** By March 31, 2003, each department will identify all potential web-enabled services, and develop an action plan to make at least one new departmental service available on the Internet.

**Status: COMPLETED**

*A survey was developed to query departments about the current status and opportunities for web-enabled service offerings. Additionally, in the Fiscal Year 2003-04 Business Automation Plan each department was required to identify at least one service to web-enable and deliver to the public/employees via the Internet/intranet. Fiscal Year 2003-04 Business Automation Plans were completed by departments by March 31, 2003.*

**Objective 2:** By December 31, 2003, each department will implement user-friendly service delivery standards for all major programs.

**Status: CARRIED OVER TO PHASE III OF THE COUNTY STRATEGIC PLAN**

*Service Delivery Standards have been developed and recommended to the Guiding Coalition by the Administrative Deputies Network. The standards were derived from the standards established for the health and human services departments. The Guiding Coalition has determined to recommend a Customer Service and Satisfaction Strategy in the Phase III proposed revisions to the County Strategic Plan that will be submitted to the Board of Supervisors in March 2005.*

**Objective 3:** By December 31, 2003, each department will continue existing or implement new programs for customer service training for their employees that include core, standardized components.

**Status: COMPLETED**

*Service Delivery Standards were developed by the Administrative Deputies Network and the Orientation Training program and Customer Service Video that is being coordinated by the Department of Human Resources will address the standards developed for the Health and Human Services Departments as well as other County departments and organizations. Additional work on this objective will be recommended as a part of the Customer Service and Satisfaction Strategy proposed for inclusion in the Phase III update of the County Strategic Plan to be submitted to the Board of Supervisors in March 2005.*

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**GOAL 2: WORKFORCE EXCELLENCE:**  
**Enhance the quality and productivity of the County workforce.**

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**STRATEGY 1:** BY DECEMBER 31, 2004, ESTABLISH AN EMPLOYEE DEVELOPMENT SYSTEM THAT IMPROVES THE QUALITY OF THE WORKFORCE BY LINKING TRAINING ACTIVITIES TO IDENTIFIED INDIVIDUAL AND ORGANIZATIONAL NEEDS.

**Objective 1:** By October 31, 2003, complete an initial assessment of basic and specialized/technical training needs, establish training priorities, and begin implementation of Academy and other programs to meet the most critical needs.

**Status: COMPLETED AND ONGOING**

*Overall results and recommendations were presented at the June 2004 Strategic Planning conference. Department specific results are being shared with departments upon request. Training has been initiated to address many of the most critical needs. Additional training will be implemented over the next 2 years to other critical needs.*

**Objective 2:** By January 31, 2004, complete an evaluation of Academy and other programs to measure program effectiveness.

**Status: COMPLETED**

*Data was analyzed for Academy certificate program and primary skill building programs and was reflected in the Academy Performance Counts status report in February 2004. Data collection and analysis are ongoing. Follow-up analyses to obtain evidence of transfer of training to the workplace are being initiated.*

**Objective 3:** By December 31, 2004, begin implementation of each of the following enabling technologies to improve assessment, design and evaluation processes: 1) learning management systems, 2) web-based learning systems, and 3) web-based survey systems.

**Status: ON SCHEDULE**

*Of the three enabling technologies listed, we have focused on the acquisition and implementation of a Learning Management System (LMS) as it will house and provide access to other technologies, web-based learning and web-based survey systems. A contract is in place and the LMS has been installed and is being implemented for Public Health Programs in the Department of Health Services, which met the conditions for \$600,000 in grant funding. Other funding sources are being explored to implement the system Countywide. The objective should be revised to read, By June 2005 secure funding and begin implementation of the LMS Countywide. To be revised and continued in Strategic Plan update.*

**STRATEGY 2:** BY JULY 31, 2004, BEGIN IMPLEMENTATION OF AN ONGOING PROCESS FOR CONTINUOUS IMPROVEMENT OF THE WORKPLACE ENVIRONMENT AND EMPLOYEE PERFORMANCE.

**Objective 1:** By August 31, 2003, complete surveys to establish baseline data for employee well-being and organizational commitment.

**Status: COMPLETED AND ONGOING**

*Surveys were distributed to a sample of 21,455 employees in March 2003. We received a 29% response rate. Baseline analyses are complete.*

- Objective 2: By December 31, 2003, analyze survey results and prioritize and select specific initiatives and programs to improve the work environment within available fiscal resources.

**Status: COMPLETED AND ONGOING**

*Baseline analyses are complete. Overall results and recommendations were presented at the June 2004 Strategic Planning Conference. Department specific results are being shared with individual departments upon request. Recommendations for various countywide initiatives are under consideration.*

- Objective 3: By July 31, 2004, begin implementation of initiatives and programs to improve the work environment.

**Status: COMPLETED AND ONGOING**

*An assessment of the work environment has been completed and specific recommendations about management of employee performance and training have been offered. Recommendations and discussions with departments related to expanding existing programs, and development of new programs within available resources are ongoing. A second wave of employee surveys will expand the baseline data on measures of work environment characteristics and management behaviors that support strategic values. These measures will reinforce strategic values and aid the County in measuring its progress in moving from Condition A to Condition B. Distribution of the surveys is planned for April 2005.*

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**GOAL 3: ORGANIZATIONAL EFFECTIVENESS:**  
**Ensure that service delivery systems are efficient, effective and goal-oriented.**

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- STRATEGY 1: BY JUNE 30, 2004, IMPLEMENT A COUNTYWIDE FRAMEWORK FOR PERFORMANCE MEASUREMENT.**

- Objective 1: By June 30, 2003, complete four performance measurement pilots with departments representative of the range of services provided by County departments.

**Status: COMPLETED**

*By June 30, 2003 these pilot performance measurement projects were completed. The pilot departments reported their experiences, processes, difficulties, and results to all departments at the June 2003 conference.*

- Objective 2: By June 30, 2004, expand the countywide performance measurement framework to all departments incorporating lessons learned during the pilot.

**Status: COMPLETED**

*The performance measurement framework – Performance Counts! – was rolled out to all departments in the summer and fall of 2003 and reflected in the 2004-05 Proposed Budget, issued in April 2004.*

**STRATEGY 2: BY DECEMBER 31, 2007, DESIGN AND IMPLEMENT COMMON SYSTEMS ARCHITECTURE FOR COUNTYWIDE ADMINISTRATIVE SYSTEMS.**

**Objective 1:** By March 31, 2003, determine the financial feasibility of implementing the Los Angeles County Administrative System (LACAS). If found feasible, obtain Board approval to initiate contract negotiations and finalize a contract for Board approval by June 30, 2003.

**Status: ON TARGET**

*The LACAS project vendor selected for contract negotiations became involved in a hostile takeover attempt that put the software selected in jeopardy. Negotiations were suspended and then the solicitation cancelled in December 2003.*

*In April 2004, an alternative plan for achieving the Strategy was approved by the Board of Supervisors. The plan calls for implementing an upgrade of the existing legacy financial system to a web based system under a contract with American Management Systems (AMS), the existing contractor for CAPS. The upgraded system is named eCAPS. The go-live date for the upgraded financial module is July 1, 2005. Additional modules for such functions as procurement, budget, and human resources are under consideration.*

**Objective 2:** By December 31, 2005, complete implementation of Phase I of the LACAS project; by December 31, 2007, complete implementation of Phase II.

**OR,**

**Objective 3:** By September 30, 2003, if economic constraints prohibit full achievement of Objective 3.2.1 by June 30, 2003, develop a strategy for proceeding to develop new/replacement systems to meet countywide administrative system requirements within available funds to include: 1) prioritization of administrative systems needs, replacement plans, and sources of funding by a committee of chief deputies/departments heads; and 2) establishment of standards for administrative systems development or replacement to be adhered to by all County departments for applications they develop within their own agency.

**Status: ON TARGET**

*Objective 2 is on target. Phase I, the upgrade of the financial module, is scheduled to go-live on July 1, 2005. The modules for Phase II are in the planning stage with anticipated completion dates of July 2007. Objective 3 was an alternative approach in case Objectives 1 and 2 could not be implemented. Objective 3 should be deleted.*

**STRATEGY 3: BY FEBRUARY 28, 2003, DEVELOP A PLAN TO CONVEY A SIMPLE MESSAGE THAT HIGHLIGHTS TO THE PUBLIC AND COUNTY EMPLOYEES THE POSITIVE IMPACT THE COUNTY IS HAVING.**

**Objective 1:** By February 28, 2003, develop a simple message that captures the essence of the new County Mission.

**Status: COMPLETED**

*On August 19, 2003, upon the recommendation of the Guiding Coalition, the Board of Supervisors adopted the phrase "Enriching Lives" as the simple message that captures the essence of the County Mission Statement: Enriching lives through caring and effective service. On the same date, the Board also directed that, as funding is available, the County Seal, Mission Statement/Motto be included in departmental communication mediums, including employee badges, and required the County seal to be posted at the entrance of all County facilities as well as in public meeting rooms and primary conference rooms. The County Seal is on display in the Board Chamber, and many departments are posting the Mission Statement/Motto on their stationery and placing the County Seal on buildings and in meeting/primary conference rooms.*

- Objective 2: By February 28, 2003, develop a County employee outreach program with the following components: countywide recruitment and community fairs; departmental recruitment; employee orientation; and County employee training.

**Status: COMPLETED**

*The monthly County Digest, which is distributed to every County employee, includes articles which feature County service programs that are "Enriching Lives" through implementation of the Strategic Plan Goals, Performance Counts and related efforts. Concepts for integrating the Mission Statement, Strategic Plan Vision, Values and Goals into employee recruitment and orientation have been developed; and an implementation schedule is being prepared. The Strategic Plan elements have also been integrated into employee training. In addition, the County Ambassador Program has been integrated into the employee orientation sessions which will ensure that new employees will be informed about the breadth of County services as well as informed about where to refer family, neighbors and customers for County services.*

- Objective 3: By February 28, 2003, design and produce County Ambassador tool kits for distribution to each County employee; tool kits to consist of Ambassador lapel pins, pocket mini-brochure and laminated information cards.

**Status: COMPLETED**

*The County Ambassador tool kits were distributed to all County employees in March 2004. The tool kit consists of a County Ambassador lapel pin featuring the County Seal, a laminated pocket card with the County Mission Statement, Vision, and Goals, and a pocket size brochure with more detailed information about the County Strategic Plan.*

- Objective 4: By February 28, 2003, develop and implement a County Ambassador Intranet Website and Los Angeles County portal plan to enhance the use of the Internet and Intranet as tools to communicate with County employees about Board actions, current issues, policies and County services that employees must be informed about in order to function as County Ambassadors and community liaisons.

**Status: COMPLETED**

*Electronic version of the County Ambassador pocket guide was posted on the County Intranet web site at the time the Kits were distributed.*

- Objective 5: By April 30, 2003, implement, on a pilot basis, a "County Channel" that will broadcast on cable television public information on County services and facilities, as well as major County issues, activities and events.

**Status: COMPLETED**

*The County Channel objective has been found to be highly complex as a result the need to collaborate with 88 cities and multiple cable companies in order to have a County Channel. The Chief Administrative Officer issued a technical report and his recommendations for initiating the County Channel to the Board of Supervisors on June 25, 2004. With the issuance of this report, the Board has pertinent technical and financial information upon which to make a policy decision regarding whether to proceed with the County Channel project.*

- STRATEGY 4: BY JUNE 30, 2004, RECOMMEND OPTIONS FOR EFFECTIVE ALTERNATIVE SUPPORT SERVICES MODELS TO MAXIMIZE THE ABILITY OF DEPARTMENTS TO FOCUS ON THEIR CORE MISSIONS.

- Objective 1: By March 31, 2003, prepare policies to govern service agreements among departments.

**Status: COMPLETED**

*The Memorandum of Understanding (MOU) approach was selected to be used for service agreements between departments. Required subjects covered in the MOU will be: the purpose of the service agreement, the scope of services, performance standards and measures, governance, if appropriate, and the cost for the service.*

- Objective 2: By June 30, 2003, prepare performance standards for select support services functions.

**Status: DELAYED**

*This objective has been delayed, but remains an important matter. A new target completion date is March 30, 2005. Objective 2 relates to establishing countywide performance standards for certain facility related or other support services that departments perform, often using contractors, which were previously performed by "expert" departments. Examples of such services are custodial, facility maintenance, grounds maintenance, etc. The concern is that in the quest to reduce costs, departments' contractors may not performing using acceptable standards that will ensure facilities are properly maintained, thereby resulting in possible significant long-term costs. To be revised and continued in Strategic Plan update.*

- Objective 3: By June 30, 2003, determine departments' needs for improving the quality of support services and implement three to five pilots.

**Status: SUBSTANTIALLY COMPLETED**

*Through a countywide department survey, areas for improvement of department support services were determined. However, departments were not inclined to seek expert services to address areas needing improvement, like the financial and contracting functions and building maintenance, because of concern with increased costs associated with purchasing services from expert departments. Also, there was no County policy for dealing with departments experiencing severe support service problems with the result that departments would suffer for years to find a solution or in a few cases would be "taken over" by a central support department until the problems was fixed. The "take over" approach was piloted in two department*



situations that occurred in the pilot period.

As part of Objective 3, alternative approaches to resolving the expert assistance cost issue and providing support for departments experiencing financial difficulties were considered and several pilot studies were started to test the viability of various approaches to improving the quality of support services. Most pilots have been completed and projects initiated that address improving the quality of support services as noted below: One pilot approach did not prove feasible at this time because of the issue of interdepartmental billing of expert department overhead costs..

1. The A-C began a pilot project to determine if a countywide approach to monitoring social services contractors with expert supervision would be more effective. Eight programs within four social services departments were selected and are being reviewed under A-C leadership with some of the department monitors joining in the effort. By monitoring numerous contracts, the project tested whether department staff can be trained and then overseen by A-C staff in the future, or if the function should be transferred to the A-C. In May 2004, the Board of Supervisors approved the Auditor-Controller's recommended approach to expand the pilot contract monitoring of social services model. Under the adopted model, social services contract monitoring is centralized within an A-C division with 32 A-C and department staff to be dedicated to contract monitoring. Quarterly reports on the pilot project will be provided to the Board with a final report due in May 2005.
2. The A-C and ISD assisted the Sheriff Department's purchasing and contracting services for several months as the Sheriff was continuing to experience difficulty bringing these functions into compliance with County fiscal policies. The project tested whether temporary expert assistance is a viable approach to correct support services problems being experienced, rather than having expert central support departments take over departments' operations in the problem area(s). The approach was generally successful as the Sheriff significantly improved its compliance with County policies in these problem areas.
3. The Department of Human Resources took over the personnel function at the Department of Children and Family Services when it was experiencing serious difficulties. This project tested the "receivership" approach to resolving severe department support services problems. However, the project ended when DCFS didn't provide funding in its budget for DHR to continue to provide the services. The "receivership" approach is again being tested in the Department of Community and Senior Services (DCSS) as DCSS has experienced significant financial, human resources, and information technology problems. The CAO is leading this project, and the A-C, DHR, and ISD are providing hands on expert staff assistance.
4. ISD proposed to provide facilities maintenance services for selected DHS facilities to test the ability of expert departments to successfully provide competitive support services, i.e., competitive with contractors. However, to be cost-effective, issues of overhead and interdepartmental billing need be resolved.
5. A significant amount of effort and research has been directed at evaluating the potential for implementing "shared services" (consolidating departments support services) to obtain what one expert called "economies of skill" and "economies of scale." The A-C has determined that there is significant need for more expertise in the fiscal and payroll support services areas due to staff turnover,

*lack of experience, increasingly complex fiscal and payroll functions, and the increasing incidence of errors and abuses discovered in audits and investigations. In addition, the A-C determined most of these problems will become more obvious and acute with the implementation of eCAPS. A Guiding Coalition (GC) committee evaluated the shared services concept as a possible solution to this problem and the GC endorsed the recommendation to proceed with a pilot October 2004 meeting.*

- Objective 4: By June 30, 2004, evaluate results of pilot projects and adopt appropriate changes in the provision of support services countywide.

**Status: SUBSTANTIALLY COMPLETED**

*Although the June 30, 2004 target date was not met, most pilots were completed. The centralized social services contract monitoring pilot project is being significantly expanded; the expert supervision pilot project was completed by assisting the Sheriff correct its compliance problems; and the "receivership" pilot project, assisting departments with severe problems, has and is being used successfully. The Shared Services concept has been thoroughly reviewed and a first phase project involving providing Shared Services for 18 small departments was developed for Guiding Coalition consideration. As noted above, the GC endorsed the pilot and the first phase began in November – December 2004.*

- STRATEGY 5: BY JULY 1, 2003, REDESIGN THE PROCESS AND COMMUNICATIONS BETWEEN THE CHIEF ADMINISTRATIVE OFFICE, DEPARTMENT OF HUMAN RESOURCES AND DEPARTMENTS ON CLASSIFICATION, COMPENSATION AND COLLECTIVE BARGAINING.**

- Objective 1: By December 31, 2002, establish a joint Human Resources Executive Management Committee composed of Department of Human Resources/Classification and Chief Administrative Office/Compensation and Employee Relations senior management staff empowered to jointly and rapidly resolve high priority departmental classification, compensation and employee relations issues requiring collaboration of two or more of the responsible entities. The line department's senior representative will be included in Team deliberations.

**Status: COMPLETED**

*A Joint Human Resources Executive Management Committee was established January 13, 2003 and monthly meetings have been scheduled to resolve high priority issues. Many issues are being resolved prior to monthly meetings.*

- Objective 2: By December 31, 2002, develop and implement a process to provide training/education for department management on the collective bargaining process, including the basic process with time frames and responsibilities, in preparation for each negotiation cycle.

**Status: COMPLETED**

*Training scheduled and provided May 28, 2003. Additional training may be needed in the future.*

- Objective 3: By December 31, 2002, establish a procedure to provide feedback to departmental management after negotiations to identify and discuss changes to Memoranda of Understanding including information regarding why certain requests were not accommodated.

Status: COMPLETED

*Collaborative Collective Bargaining Protocols developed and sent to GC.*

- Objective 4: By March 31, 2003, recommend to the Guiding Coalition a County philosophy to guide compensation and classification activities, information sharing and decisions.

Status: COMPLETED

*Philosophy has been drafted and submitted to Guiding Coalition.*

- Objective 5: By March 31, 2003, 1) develop and implement a process to designate and include a "lead" department in the bargaining process for common classes to represent the divergent positions and solutions of all affected departments and 2) develop a process for obtaining departmental input and synthesizing an overall "management" strategy.

Status: COMPLETED

*Lead Department Protocol has been developed (with Lead Departments identified for bargaining groups) and submitted to GC. Training provided in March and June 2003 to Departments.*

- Objective 6: By August 31, 2003, complete analysis of alternative classification models; develop recommendations to improve the County's classification structure.

Status: COMPLETED AND ONGOING

*A comprehensive analysis was conducted of alternative classification models which included a survey of the classification/job evaluation practices of 81 public sector jurisdictions. A summary report of findings was provided to the Guiding Coalition in December 2003. Recommendations for modifications to the County's classification structure are being discussed with and evaluated by departments and other stakeholders on an ongoing basis. Strategic initiatives are being implemented through major classification projects.*

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#### **GOAL 4: FISCAL RESPONSIBILITY: Strengthen the County's fiscal capacity.**

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- STRATEGY 1:** BY APRIL 30, 2003, CONSIDERING THE IMPACT OF THE STATE REVENUE SHORTFALL AND THE FUNDING CRISIS IN THE DEPARTMENT OF HEALTH SERVICES (DHS), DEVELOP A PLAN TO FINANCIALLY STABILIZE THE COUNTY THAT INCLUDES STABILIZING DHS BY FISCAL YEAR 2005-06.

- Objective 1: By December 18, 2002, provide departments with evaluation criteria and methodology for assessing and prioritizing budget requests to facilitate identification and implementation of any necessary reductions.

Status: COMPLETED

*In a November 22, 2003, memo to each department on the FY 2003-04 Budget Instructions, the CAO instructed departments to assess their current operations, prioritize programs and implement efficiencies wherever possible to mitigate potential reductions in the upcoming fiscal year.*

*In addition, a January 16, 2003 memo to all Department Heads requested departments to identify, by priority, specific programs to be reduced, eliminated or suspended or other reductions to achieve cost reductions before applying "across-the-board" cuts to all their programs in preparation for a severe State Budget curtailment.*

- Objective 2: By January 31, 2003, project the anticipated financial resources available to the County General Fund, DHS, and non-General Fund operating departments for the next three fiscal years and identify shortfalls that will have to be addressed to balance each year's budget.

**Status: COMPLETED**

*In a March 10, 2003 memo to the Board, the CAO presented the FY 2003-04 and Multi-Year Forecast. This document summarized for the next three fiscal years, the General Fund and Health Services projected revenues and expenditures, including the potential shortfalls for each year.*

- Objective 3: By May 15, 2003, establish a select multi-disciplinary team of department executives, with requisite staff, to: maximize revenue enhancement possibilities; evaluate potential large-scale reductions in net costs to the County in the areas of non-mandated services programs; streamline administrative policies, processes or practices; identify short- and long-term productivity improvement opportunities; and pursue administration and program savings from department or program consolidations, program reductions and other efficiencies.

**Status: COMPLETED**

*Between January and May of 2003, numerous meetings with individual department heads and their staff were conducted to gather ideas on various cost savings and revenue enhancement ideas.*

*The Treasurer and Tax Collector chaired an interdepartmental, multi-disciplinary team and prepared a March 4, 2003 report to the Guiding Coalition (GC) evaluating potential cost savings in five broad categories, including reorganization of County departmental structure; consolidation of programs and functions; program eliminations, reductions and suspensions; personnel-related reforms; and miscellaneous. The GC has taken these items under advisement for further review and potential recommendations to the Board.*

- Objective 4: By April 30, 2004, obtain Board of Supervisors' approval for implementing savings projects identified in Objective 4.1.3, establish target dates and provide departments with assistance to effect the savings needed.

**Status: COMPLETED**

*A task force, headed by County Treasurer and Tax Collector, Mark Saladino, presented various cost saving options to the GC. Based on further study, a specific initiative which is being pursued based on this report is the DPSStats project, where*

*management at the Department of Public Social Services will be regularly queried on the status of key performance measures, the reasons for any variance or problems and strategies for resolving any issues.*

Objective 5: By fiscal year 2005-06, fully implement the plan to financially stabilize the County, including DHS.

Status: SUBSTANTIALLY COMPLETED

*The County general fund's long-term stability is greatly enhanced by the negotiation and passage of Proposition 1A on the November 2004 ballot. This was a cooperative effort of local government and the State, where future State raids on local revenues are Constitutionally and virtually precluded. The long-term stability of the County's health services system remains a major focus.*

**STRATEGY 2: BY JANUARY 31, 2006, IMPLEMENT PLAN TO PRESERVE AND PROTECT THE COUNTY'S CRITICAL PUBLIC INFRASTRUCTURE.**

Objective 1: By January 31, 2003, identify a County team and develop an approach to transfer ownership of the Court facilities to the State Administrative Office of the Courts, consistent with legislative requirements.

Status: COMPLETED

*The Board of Supervisors was notified on January 10, 2003, of the departments which comprise the County's negotiating team. The State was formally notified in July of 2003 in compliance with SB 1732. The County team is working with the State and CSAC to develop and implement procedures for the transfer of court facilities. The Board receives quarterly updates on transfer related activities.*

Objective 2: By December 31, 2004, update major maintenance and structural requirements for the County's highest priority real property assets and departmental progress toward meeting American with Disabilities Act goals.

Status: COMPLETED

*Several major facility studies have been completed. The County continues to work with the Superior Court on settlement of a lawsuit relating to ADA accessibility in all County courthouses. A list of outstanding deferred maintenance and ADA upgrade needs for all County-owned facilities has been completed.*

Objective 3: By March 31, 2005, identify funding options to implement the improvements identified in 4.2.2.

Status: ON SCHEDULE

*Short- and long-term funding options are under development to meet the priorities identified in Objective 4.2.2.*

**GOAL 5: CHILDREN AND FAMILIES' WELL-BEING:**

Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.

A FAMILY IS DEFINED AS A SUPPORT GROUP OF PEOPLE CONSISTING OF CHILDREN, THEIR CAREGIVERS, AND OTHER ADULTS, INCLUDING SENIORS, WHO RELATE TO EACH OTHER AND ARE INTERDEPENDENT FOR MEETING THEIR BASIC LIVING NEEDS.

**STRATEGY 1:** BY JULY 31, 2005, IMPLEMENT INTEGRATED SERVICE DELIVERY INITIATIVES TO DEMONSTRATE SUBSTANTIAL PROGRESS TOWARD ACHIEVING IMPROVED OUTCOMES FOR CHILDREN AND FAMILIES.

**Objective 1:** By June 30, 2003, fully implement the piloting of a Centralized Eligibility List to increase access to the full range of subsidized child care services for income-eligible families.

Status: COMPLETED

Project is fully operational, with 20 agencies using the CEL to fill vacancies in their subsidized child care programs. Efforts are currently focused on updating records. At the close of August 2004, there were over 49,000 active children's records in the CEL. On average 940 children's records are added to the CEL each month. Between June 1 and August 31, 2004, 291 children were enrolled in subsidized child care from the CEL.

**Objective 2:** By July 31, 2003, initiate an action plan and identify resources to implement health, mental health, and substance abuse screening and assessment for all children entering out-of-home placement for the foster care and juvenile justice systems.

Status: COMPLETED

Development of an action plan was completed as scheduled. The Multidisciplinary Assessment Team (MAT) Pilot is an effort to support DCFS's commitment to family-centered, strength-based assessment strategies and best practice guidelines in fulfillment of SB 933. Mental health assessment services (as well as other needed multidisciplinary assessments) will be provided for children placed in care, subsequent to an initial screening which will occur during the 72-hour protective custody period. The primary goal of the MAT Pilot is to provide comprehensive multidisciplinary assessments of the child/family's strengths and service needs within 30-45 days after detention to support family engagement, placement stability, service planning and linkage to appropriate resources, and permanency; the assessments include early identification of mental health, medical, dental, educational, and developmental needs of the children as well as possible risk factors among family members.

To date, 21 MAT agencies (which must be certified Medi-Cal providers and EPSDT contractors with DMH) have been selected to participate in a "test of the pilot," which is being implemented in Service Planning Areas 3 and 6 (and the corresponding

DCFS Regional offices in Pasadena and Wateridge). Each MAT provider is expected to collaborate with representatives from DCFS, DMH, DHS, LACOE, appropriate school districts, and other community providers in conducting multidisciplinary assessments. A total of 19 families have been referred to selected MAT provider agencies. Pending the outcome of an initial program evaluation process, MAT activities are anticipated to:

1. Produce more timely, precise and comprehensive assessments of children placed in care;
2. Enhance CSWs' efforts to provide Court Officers with corresponding reports that will support a more informed disposition hearing process; and
3. Increase opportunities to engage families in the development of service plans and access to needed resources/supports that reduce the length of stay for children in out-of-home care (through family reunification with birth parents) or reduce the timeline to permanency for non-birth families.

DMH Child, Youth and Family Program Administration, in collaboration with senior administrators from DCFS and DHS, are providing Countywide oversight, leadership, and guidelines for the MAT Project. Within the local SPAs, the MAT Pilot Project will operate under the direction of the respective SPA 3 and 6 District Chiefs and their designated program managers in collaboration with the DCFS Regional Administrators for the Pasadena and Wateridge offices.

Objective 3: By July 31, 2003, pilot use of service integration tools designed to improve children and families' access to services, including, but not limited to, the Universal Face Sheet (UFS) and the Most Commonly Required Fees and Documents (MCRD).

Status: COMPLETED

Completed pilot of service integration tools designed to improve children and families' access to services, including, but not limited to, the Universal Face Sheet (UFS) and the Most Commonly Required Fees and Documents (MCRD).

On October 21, 2003, NDTF approved using the MCRD (renamed: *Accessing Health and Human Services Programs (Most Commonly Requested Documents)*) on an ongoing basis; having SIB, with the support of departments, be responsible for updating the information sheet bi-annually; and providing, as feasible, updated versions of the information sheet on SIB and departmental websites. Additional dissemination of the information sheet will be conducted by the County General Information Office, faith-based organizations and libraries. In July 2004, the last bi-annual survey was conducted with initial pilot departments to determine if any information on the MCRD needed to be updated. There was also follow up relative to the continued MCRD distribution, use, and availability on departments' websites. Nine out of ten departments surveyed responded in the affirmative to the survey questions; however, to expand and make even better use of the MCRD, it was recommended to and approved by NDTF that:

- SIB make needed update changes to the MCRD; and
- The IOG representatives be requested to follow up with their departments to ensure this resource is being made available to their department's customers.

NDTF also approved referring the findings of the UFS matrix analysis to the Data/Information Sharing Workgroup for review and incorporation of UFS data elements into existing and new technology applications for automating the sharing of

data sharing and simplifying the intake processes. The UFS will also be made available through the LASIR, or a similar, application for clients to download, complete, and bring to various intake facilities.

In addition, specific UFS data elements were revised to meet the needs of potential homeless service recipients. Language requesting a "home address" was changed to simply request an "address." Opportunities for applicants to indicate that they are homeless, or if the address that is listed is temporary, were added. Other revisions included requesting applicants to list "other problems," in addition to physical and emotional problems that make it difficult to work or take care of personal needs.

As part of its integrated service delivery design the UFS, MCRD and the Outcomes Screening Tool (OST) will be incorporated into the East San Fernando Valley Family Support Center.

**Objective 4:** By October 31, 2003, complete the design process for an Integrated Family Services System (IFSS) to comprehensively integrate services and improve outcomes for children in out-of-home placement and/or families receiving two or more of the following services: CalWORKs; Child Protective Services; Mental Health; and Juvenile Probation.

**Status: COMPLETED**

The IFSS Design Team conducted an environmental scan of local and national service delivery models and presented its report, along with a direction setting update, to the NDTF on July 9, 2003. Following discussion by NDTF members, the Design Team was instructed to look at existing County structures and identify specifically, what was needed to improve services for children and families.

On September 9, 2003, the IFSS Design Team (with DCFS's support) recommended to NDTF that DCFS lead the implementation of the IFSS Design with support from the CAO Service Integration Branch; and that the initial focus should be to support families receiving family reunification services.

On October 21, 2003, the IFSS Design Team submitted its recommendations to NDTF for review. In addition to those outlined above, the IFSS design recommendations focused on:

- Front Room enhancements: enhancing and integrating assessment, case planning, referral, and case management cross-agency operational processes for families receiving family reunification services, as discussed in the IFSS Design Team's Final Report.
- Back Room enhancements: Enhancing funding, staff development, and evaluation functions for the initial focus population, while maintaining focus on overall IFSS target population:
  - Children placed in out-of-home care by the Departments of: Children and Family Services, Mental Health and Juvenile Probation; and
  - Families receiving two or more of the following services: CalWORKs, Child Protective Services, Mental Health and Juvenile Probation.

On August 10, 2004, the New Directions Task Force (NDTF) approved a motion to incorporate the core concepts of the Integrated Family Services Systems (IFSS), as possible, within the Family Support Center project as a means of initially



concentrating a key service integration effort in one geographic area with the goal of building on the successes of the project and expanding integrated services Countywide for children and families. The motion also outlined a workgroup structure designed to support implementation of the Family Support Center. The Center, however, will not be able to implement all components of the IFSS design plan due to time constraints related to the construction, occupation, and operation of the facility. Therefore, the development of an integrated family services system at the Family Support Center will serve as only one model for providing integrated services to children and families in the County.

Objective 5: By October 31, 2003, launch an Internet-accessible, self-administered *Los Angeles Services Identification and Referral (LASIR)* software application, usable by County and non-County staff, community-based organization representatives, and the general public for identifying services and programs that might be available to individuals and/or families in need, based on their unique circumstances.

**Status: COMPLETED**

**Phase 1:**

By August 2003, the analysis for LASIR's requirements for the implementation was completed which included the mapping of the Texas's STARS functionality to the needed requirements and customization of the County's LASIR application.

A formal process for collecting programs/services information including eligibility requirements from County departments, and other government agencies was also developed and implemented.

Required information for the 26 Federal, State, and County specific programs, identified by Countywide Data/Information Sharing Workgroup was collected from departments. This program information includes description, eligibility requirements, and other related information on how to apply for and/or obtain the services.

**Phase 2:**

The initial implementation plan for LASIR was rescheduled due to the change in direction for acquiring contracting services that went from a Delegated Authority Contract to an Open Competitive Bidding process via a Request for Proposals (RFP). The RFP for LASIR – Phase 2 was completed in February 2004 to customize the existing STARS application to meet LASIR functional requirements. The RFP was approved by the CIO and SIB in March 2004.

In May 2004, a different solution, in use in Oregon, came to SIB's attention. Research efforts were conducted by SIB to assess and evaluate the OregonHelps application with two other states, Arizona and New Jersey, which adopted this model. The detailed comparison of functional requirements and the cost-benefit analysis between the Texas's STARS model and the OregonHelps model was completed in June 2004. The release of the RFP was postponed due to the outcome of this analysis.

In July 2004, SIB completed the information collection/review process for the required the 26 programs.

On August 4, 2004, SIB presented the Proposal/Recommendation to continue LASIR implementation using the OregonHelps model to the LASIR workgroup. The

workgroup decided to implement LASIR with the recommended approach based on the significant benefits presented, the success stories from the states using this model, and the relative inexpensive solution OregonHelps provides. However, because the CIO was concerned that there might be overlap between the LASIR project and the One-E-App project that's being studied for feasibility to implement, the CIO, DPSS, DHS and CAO/SIB evaluated the issue of overlapping functionality. This evaluation resulted in the consensus decision that OregonHelps, to be implemented in Los Angeles County as LAHelps, should move forward because the end users are different and LAHelps can be implemented very quickly at a nominal cost with potentially great benefit for LA County's residents. CAO/SIB has proceeded to move forward with the approval and funding for an agreement with appropriate agencies in Oregon to implement LAHelps during the first half of 2005.

**Objective 6:** By December 31, 2003, fully implement the Child Care and Development Project to increase the capacity of child care providers and programs to appropriately serve children with disabilities and other special needs.

**Status: COMPLETED**

Full implementation of this goal is on track for completion in June 2005. Increase in child care provider and program capacities will be measurable in 2005.

- Completed and analyzed initial survey of 13,000 child care providers and shared results with collaborative partners (child care resource and referral agencies);
- Provided collaborative partners with guidelines for their reporting of project activities and enhancing the collection of evaluation data; and,
- Hosted the Inclusion Forum on April 20, 2004. 140 child care providers and collaborative partners attended.
- Spring 2004, published of "Child Care Planning Report," containing original survey data and information on collaborative training opportunities.
- Data collection procedures have been finalized with collaborative partners and service data is now being collected.

A sample combined sample of 5,000 licensed child care centers and family child care homes was identified and invited to participate in the Vacancy Tracking and Service to Special Needs Children component. Participants in this component will report their vacancies and services to special needs children on a monthly basis for a one year period, providing valuable trend data.

**Objective 7:** By July 31, 2004, fully implement Customer Service and Satisfaction (CSS) Standards with County departments/agencies and their community partners.

**Status: COMPLETED**

**Accomplishments and Milestones to date:**

- August 2002, organized CSS Network;
- March 2003, partnered with DHR to conduct Employee Well-Being Survey;
- April 2003, NDTF approved Customer Service Program Designs;
- April 15, 2003, CSS Standards distributed with paychecks;
- May 2003, placards of CSS Standards posted in work locations;

- December 2002, aligned Management Appraisal Performance Plans (MAPP);
- June 2003, completed Environmental Assessment; and
- December 2003, NDTF approval the Customer Satisfaction (CS) Survey Administration Plan, which defined the roles, responsibilities, and timeline for the survey's distribution.
- December 2003, NDTF approved the CS Survey Wait Times Program Design, which specifies uniform standards for customer wait times.
- January 12, 2004, administration of Customer Satisfaction Survey at 276 County Health and Human Service (H&HS) department offices.
- January 29, 2004, Community Partner/Contractor Forum: forty-nine (49) participants attended (including contract agencies and/or professional organizations, contract managers from the Big 5 departments and selected Network members).
- February 2004, six Service Integration Action Plan consultant coaches selected to support implementation of CSS and Principles for Partnering efforts within NDTF departments.
- March 11<sup>th</sup> and 31<sup>st</sup>, the CSS Network hosted two Customer Service and Satisfaction training sessions providing H&HS departments with a uniform customer satisfaction training curriculum (including a video and PowerPoint presentation developed by the Relate Corporation), which can be customized to develop or enhance existing departmental CSS training efforts.
- March 16, 2004, the CSS Wait Times Assessment Tool is being developed to establish a wait time baseline.
- April 13, 2004, Customer Satisfaction Survey scanning completed. 28,409 surveys returned, for a response rate of 18.5%. Cleaning and transforming of data is completed, and analysis of data is underway.
- June 30, 2004, secured funding of \$30,000, through the Interagency Operations Group, to contract with an external analyst to conduct and report on the analysis findings of the Customer Service Survey data.
- SIB placed a print order for multi-lingual Customer Service and Satisfaction Placards, including a revised Spanish version to replace the English and Spanish only versions, previously posted in all H&HS work locations. Between July 8<sup>th</sup> and July 12, 2004, 1,500 placard sets, consisting of two placards each, with Customer Service and Satisfaction Standards in English Armenian, Cambodian, Chinese, Korean, Russian, Spanish and Vietnamese, were delivered to all H&HS site locations.
- November 9, 2004, final report and recommendations from the Customer Service Survey presented to the New Directions Task Force.

**Objective 8:** By December 31, 2004, implement Principles for Partnering pilot and evaluate the collective efforts of County departments and community-based organizations for enhancing families' and communities' capacity to meet their own needs.

**Status: COMPLETED**

The Principles for Partnering Workgroup (PPW) identified staff training and senior management involvement as being the key to successful integration of the partnering principles into departmental programs and operations. Survey data collected and compiled in the PPW Report, "Summary Assessment: Implementation Support Needs," identified ways in which executive departmental staffing levels can demonstrate commitment and support.

PPW also completed a review of training curricula from no and low-cost service providers regarding family centered practice, family inclusion, family empowerment,

cultural responsiveness, and engaging community partners.

NDTF member departments and all participating agencies have begun advocating for their community partners to adopt the principles through various promotional efforts including a planned forum with professional organizations regarding SIAP values and focus on outcomes.

- **Main Mission Programs:** Each NDTF member department/agency identifies two departmental initiatives that will implement approaches aligned with the principles.
  - **Status—Completed:** All departments/agencies identified their main mission programs, except for the Sheriff's Department, which has opted not to participate in this initiative at this time.
- **Implementation Plan:** Each NDTF member department/agency develops a plan to implement the principles in the identified initiatives.
  - **Status—Completed:** Eleven departments/agencies have completed their implementation plans, and Los Angeles Homeless Services Administration (LAHSA) is finalizing the program design for its GRACE Project.
- **Implementation:** Each NDTF member department/agency initiates implementation of the principles in the selected initiatives.
  - **Status—Completed:** Eleven departments/agencies initiated implementation of their selected main mission programs. Child Support Services Department (CSSD) lost funding for its "Keep Your Freedom, Keep Your Dreams" program, and LAHSA is experiencing slippage related to this milestone. PPW Departments will continue to work on implementation efforts with the assistance of their individual Departmental Coaching Consultants.
- **Evaluation:** Each NDTF member department/agency conducts an initial evaluation of the initiatives where it has implemented the principles and makes adjustments as needed.
  - **Status—Completed:** Completed in December 2003. The Six-Month Evaluation Reports, with the exception of CSSD and LAHSA, were reviewed, with assistance from the PPW Coaching Consultants, in February and March 2004. Finalized Six-Month Implementation Evaluation Reports were summarized and presented at the IOG-Quarterly SIAP Update Meeting in April 2004, and approved, on May 11, 2004, by NDTF.
- **Partnering Principles Pilot:** Implement Principles for Partnering pilot and evaluate the collective efforts of County departments/agencies and community-based organizations for enhancing families' and communities' capacities to meet their own needs.
  - **Status—Completed:** Completed in December 2003. Data collected, Successes and Challenges Experienced, from the Six-Month Partnering Principles Evaluation Reports, along with the PPWG Motion were approved by NDTF on May 11, 2004.

**Objective 9:** By July 31, 2005, implement the Partnerships for Families Initiative (PFF) (formerly the Child Abuse Prevention Initiative (CAPI) in partnership with the First 5 LA (formerly the Children and Families First Proposition 10 Commission).

**Status: ON SCHEDULE**

In June 2003, following a First 5 LA Board directive, staff developed a framework for a child maltreatment prevention initiative called "Partnerships for Families" (PFF). The name change from Child Abuse Prevention Initiative (CAPI) to PFF represents a more strength-based family and community support philosophy and approach.

The "Partnerships for Families" initiative is a secondary prevention strategy that: 1) coordinates and fills gaps in community-level services for families at risk for child maltreatment; 2) develops and/or strengthens natural helping networks at the neighborhood level; and, 3) coordinates and promotes collaboration among and between community and County systems. The proposed framework addresses the First 5's long-standing concern for the safety and survival of our County's youngest children by strengthening families as well as the communities in which they live.

In November 2003, First 5 LA selected Children's Institute International as coordinator for the PFF initiative. Implementation began in early 2004.

**STRATEGY 2: BY JULY 31, 2003, ESTABLISH ALIGNMENT AMONG STAKEHOLDERS ON HEALTH AND HUMAN SERVICE PRIORITIES FOR IMPROVING OUTCOMES.**

**NOTE: THIS STRATEGY IS BEING CARRIED FORWARD TO GOAL 5 PHASE III**

**Objective 1:** By January 31, 2003, adopt and begin implementation of the Child Care and Development Strategic Plan to improve the capacity, accessibility, and quality of child care and development services for children and families in Los Angeles County.

**Status: COMPLETED**

On September 9, 2003, Board of Supervisors adopted the 2003-2013 Strategic Plan. Implementation efforts are currently under way.

**Objective 2:** By February 28, 2003, apprise and seek support from County stakeholders on departmental priorities for improving outcomes for children and families.

**Status: CARRY FORWARD TO GOAL 5, PHASE III**

On April 8, 2003, NDTF approved an Interim and ongoing Annual Cycle Process for establishing alignment around the development of Countywide Health and Human Services priorities.

- February 10, 2004, based on an analysis of 79 departmental priorities by SIB, and the NDTF Priorities Workgroup, NDTF adopted a set of recommendations that included: 1) four new Goal 5 Phase III Strategies (the Health and Human Service Agenda); 2) a proposed stakeholders engagement process ("brainstorming process"), and; 3) support SIB and IOG in ensuring that alignment between the priorities process and the H&HS Agenda strategy objectives occurs.
- June 8, 2004, NDTF amends the four Goal 5 Phase III Strategies adopted in February to include:
  - An ongoing operational strategy: "Establish[ing] alignment between departments and stakeholders around County Health and Human Service priorities," and;
  - Modification of the proposed Stakeholder Engagement process for aligning priorities, as follows:

1. For 2004-05: Convene a facilitated planning meeting among NDTF Health and Human Service Department Heads, members of the CPC's Strengthening Community Capacity Committee, and members of NDTF's Priority Alignment Work Group.
2. For 2005-06: Conduct nine facilitated "town hall meetings" to engage stakeholders in the development of ideas supporting the achievement of the strategies/priorities.
3. Development of 2005-06 Priorities:
  - Reconvene stakeholders for comment; facilitate a discussion/analysis between NDTF departments and identify opportunities for aligning interdepartmental priorities; finalize priorities and share with Stakeholders.

- On September 2, 2004, a Partnership Conversation Symposium was held with NDTF Department Heads and stakeholders selected by the Children's Planning Council to discuss progress made on Board approved strategies for Goal 5, Phase III and additional initiatives that could be undertaken in partnership between the County and community stakeholders to improve outcomes for families and children in Los Angeles County. The Stakeholders also expressed the need for their involvement in structuring the town hall meetings for the 2005-06 alignment process.

Objective 3: By April 30, 2003, initiate action plan for creating a Countywide Long-Term Care (LTC) System to coordinate and integrate services for improving outcomes for elderly and disabled adults.

**Status: COMPLETED**

On January 2003, the Long-Term Care (LTC) Strategic Plan was approved by the Board of Supervisors. Implementation efforts are under way, including convening of a LTC Coordinating Council (comprised of local private and public experts in areas of Aging and Disabilities). A status report of 1<sup>st</sup> year's activities was issued to the Board on July 15, 2004 indicating that all objectives are being met.

Objective 4: By July 31, 2003, establish roles and areas of involvement for key stakeholders in support of departmental priorities.

**Status: CARRY FORWARD TO GOAL 5, PHASE III**

As part of the Interim Annual Cycle Process for establishing 2003-04 priorities, meetings have been conducted with stakeholders to discuss future steps. Identification of priorities and involvement of stakeholders will expand as the annual development process is institutionalized on an ongoing basis.

In August 2003, SIB engaged CPC Service Planning Area/American Indian Councils through the Strengthening Community Capacity Committee to inform them of the 2004-05 Process. They expressed an appreciation for the implementation of the annual process and committed to becoming involved in the future.

Please refer to revised process adopted by NDTF on June 8, 2004 (Strategy 2: Objective 2).

- Objective 5: By July 31, 2003, adopt policy for developing co-located and integrated multi-agency Family Service Centers that provide accessible, community-based health and human services.

**Status: CARRY FORWARD TO GOAL 5, PHASE III**

On December 10, 2002, policy recommendations for developing co-located and integrated multi-agency Family Service Centers (FSC) were approved by the Board of Supervisors. In addition, a Business Plan for the first County FSC capital project has been developed.

The current project focus is the development of a Family Support Center (FSC) in the East San Fernando Valley (ESFV), at the request of the Third District. The development of the FSC is based on a community assessment process that identified the programs and services needed in the community and the identification of departmental programs and community-based programs that support the mission of the FSC. The FSC is to be funded through the redeployment of existing program resources within departments, and will include staff and programs from DPSS, DCFS, DMH, Probation, Child Support, Community and Senior Services, and DHS.

- Pending finalization of negotiations with the developer and development of the "footprint" of the building by their architects, construction completion is estimated for late 2006.
- On August 10, 2004, the New Directions Task Force (NDF) approved a motion to incorporate the core concepts of the Integrated Family Services Systems (IFSS) within the Family Support Center project as a means of initially concentrating a key service integration effort in one geographic area with the goal of building on the successes of the project and expanding integrated services Countywide for children and families. The motion also outlined a workgroup structure designed to support implementation of the Family Support Center.

A Letter of Interest was issued in May 2004 to identify a consultant to engage the community in the development and operation of the Family Support Center and provide support on integrating services on-site. A consultant was selected and a contract was executed by September 30, 2004.

- Objective 6: By July 31, 2003, confirm the commitment between the County and its health and human services contract partners to implement consistent best practices for achieving a shared vision and goals, customer service and satisfaction standards and outcomes.

**Status: COMPLETED**

The following contract simplification documents were posted to the SIB Web site for County and public access:

- Preamble to be included in all County health and human services RFP's and contracts affirming commitment to public and private cross-agency focus on improving outcomes for children and families;
- Health and human services Supplemental Definitions for RFP's and contracts to enhance communication between proposers /contractors and County staff;
- Definitions of the role of Auditing and the role of Contract Monitoring to enable contractors to differentiate between contract financial audits and contract

monitoring relative to meeting contract deliverables and achieving performance results;

- Contracting Resources Guide/Business Card developed to promote greater understanding of the contracting process throughout the community, and encourage more widespread responses to County contract solicitations; and
- Department-Specific Contract Language Matrix, which contains CSS, DCFS, DHS, DMH, DPSS, and the Probation Department required contract language that is either in addition to or replaces language in the County Sample Contract, for information/ease of reference for County staff, community partners, potential bidders, and contractors.

A link was also installed on the SIB Web site to the *LA County Online – Doing Business With Us* contracting Web site, maintained by ISD, and a link to the SIB Web site contracting page was installed on the ISD Web site. Additionally an order was placed for an initial supply of the Contracting Resources Guide/Business Card.

**Objective 7:** By July 31, 2003, initiate comprehensive action plan to reduce the length of stay for children in out-of-home placement and increase the number of permanent families for children in foster care through reunification, relative caregiver guardianship or adoption.

**Status: COMPLETED**

A comprehensive action plan has been developed by DCFS to reduce the length of stay for children in out-of-home placement and increase the number of permanent families for children in foster care through reunification, relative caregiver guardianship or adoption.

The plan outlines strategic actions to improve outcomes for children through enhanced collaboration between families, DCFS and community stakeholders. These processes will more fully engage families in the care planning for their children through strengths-based, family-centered approaches that emphasize team decision making modalities. Critical decision making has been strengthened through expanded use of specific assessment tools and interdisciplinary teams to develop comprehensive permanency plans. Family-centered services and kinship support are being more fully integrated into life planning efforts with a focus on expeditiously achieving permanency.

**STRATEGY 3:** BY APRIL 30, 2006, COMPLETE IMPLEMENTATION OF A SYSTEM TO MEASURE PROGRESS TOWARDS IMPROVING THE FIVE OUTCOMES FOR CHILDREN AND FAMILIES.

**Objective 1:** By July 31, 2003, pilot the Outcomes Screening Tool (OST) for ensuring that all health and human services are effectively contributing to the achievement of the five outcomes.

**Status: DELAYED**

The OST pilot was launched in August 2003 and will conclude in January 2004. Results of the Pilot will be presented to NDTF.

- January 2004, pilot completed. As lead, the Children's Planning Council (CPC) conducted the OST pilot in the following sites: Chinatown Service Center and Department of Mental Health (START Program). The Department of Children and Family Services/Department of Mental Health's Multi-Disciplinary Assessment



Team (MAT) Pilot Program continues to use the OST as part of their protocol and will be used along with their other tools to assess impact of the program on children and their needs.

➤ Collection of data for evaluation:

- The CPC Data Partnership has created a database for collecting the outcome data of the pilot and providing preliminary information.
- Feedback regarding use of the tool and its utility and impact from those implementing OST is currently being processed. Focus groups need to be conducted to complete the feedback-gathering process.

Final Report: Draft has been delayed due to staff vacancies at the CPC. CPC will provide revised date for completion of the final report as soon as possible.

**Objective 2:** By July 31, 2004, each department shall implement data collection and analytical processes that institutionalize the use of program performance measures for decision-making and strategic planning.

**Status: COMPLETED**

Efforts are underway within departments to develop data collection mechanisms to track data submitted as part of the Children and Families Budget (C&FB). See Objective 3 for the status of implementation of the C&FB.

Countywide implementation of *Performance Counts! (PC!)* resulted in departments submitting program results, indicators and operational measures for inclusion in the FY 2004-05 proposed budget. Supporting trend data is being collected by departments and will be included as part of the proposed budget. As part of *PC!* Phase II, alignment between *PC!* and CFB measures among the four *PC!* H&HS pilot departments (DPSS, DCFS, DMH and DHS) is being provided.

**Objective 3:** By April 30, 2006, complete implementation of the restructured Children and Families Budget to support program performance and results-based decision-making.

**Status: CARRY OVER TO GOAL 5, PHASE III**

Instructions will be issued in Fall 2004 for the Fiscal Year (FY) 2005-06 Children and Families Budget (C&FB), requiring departments to identify individual Program Budgets and program performance measures for a minimum of 75 percent of their programs serving children and families. In FY 2006-07, the C&FB will be fully implemented.

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**GOAL 6: COMMUNITY SERVICES:**

Improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs.

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**STRATEGY 1:** BY MARCH 30, 2003, CREATE A COMMUNITY SERVICES TASK FORCE COMPOSED OF THE DIRECTORS OF COUNTY DEPARTMENTS THAT PROVIDE MUNICIPAL SERVICES TO THE COUNTY'S UNINCORPORATED COMMUNITIES, THE CHIEF ADMINISTRATIVE OFFICE, COUNTY COUNSEL AND THE CHIEF INFORMATION OFFICE TO PROVIDE LEADERSHIP AND DIRECTION FOR IMPLEMENTING THE "STRATEGIC PLAN FOR MUNICIPAL SERVICES" BY JULY 31, 2004.

**Objective 1:** By March 30, 2003, establish a meeting schedule and approve a charter outlining the mission and operating procedures for the Community Services Task Force.

**Status: COMPLETED**

*Community Services Task Force (CSTF) held first meeting on March 13, 2003. CSTF adopted a Charter, including Mission and Goals, on April 17, 2003. The CSTF meets monthly, on the same day and just prior to monthly meetings of department heads and the Guiding Coalition.*

**Objective 2:** By June 30, 2003, implement appropriate Strategic Plan for Municipal Services models in the selected communities in reasonable conformance with the action plans outlined in the Plan and issue a status report to the Board of Supervisors.

**Status: COMPLETED**

*Strategic Plan for Municipal Services to Unincorporated Areas (UAS Strategic Plan) models are being implemented as follows:*

- *Strategic Services and Lead Department: Florence-Firestone and Lennox*
- *Emergency Management Planning and Response: Topanga*
- *Civic Center: East Los Angeles (East LA)*
- *Economic Development: Walnut Park*
- *Access:*
  - *Community Connection: Whittier, Altadena, Florence-Firestone, Rowland Heights, Lennox, Hacienda Heights*
  - *Help Line: Unincorporated Area-Wide*
  - *Community Web Sites: Whittier and East LA*

**Objective 3:** By April 30, 2004, complete an evaluation of the effectiveness of the models through a community survey and/or other mechanism.

**Status: COMPLETED/ONGOING**

*Surveys and evaluation opportunities have included interaction with affected Board offices, presentations and feedback obtained through meetings of the Community Services Task Force, focus group surveys of community leader participants in the Florence-Firestone Community Enhancement Team, written surveys returned by readers of Community Connection, and customer satisfaction follow-up calls for users of the Unincorporated Toll-Free Help Line.*

- Objective 4: By July 31, 2004, complete selection of a new round of communities for implementing Strategic Plan for Municipal Services models and complete a report to the Board of Supervisors on the evaluation of the initial pilot programs and recommendations for the first revision of the Plan including new communities in which to pilot models.

Status: COMPLETED/ONGOING

*Several new communities have been identified for potential expansion of strategic planning efforts. Board offices will provide the final decision for any recommended expansion efforts. The update of the UAS Strategic Plan will address the ability of County departments to expand existing strategic planning efforts.*

- STRATEGY 2: BY OCTOBER 31, 2004, THE COMMUNITY SERVICES TASK FORCE SHALL OVERSEE THE IMPLEMENTATION OF AT LEAST TWO PILOT SERVICE DELIVERY MODELS THAT INTEGRATE COMMON FUNCTIONS PROVIDED BY TWO OR MORE COMMUNITY SERVICE DEPARTMENTS BASED ON INPUT FROM COMMUNITY RESIDENTS AND STAKEHOLDERS.

- Objective 1: By June 30, 2003, conduct inventory of community services functions/programs that are performed by multiple departments.

Status: COMPLETED

*The CSTF, as a part of its review of the UAS Strategic Plan implementation status, has reviewed functions/programs that are performed by multiple departments including: land development entitlement and implementation; code enforcement; services focused on specific segments of community populations, e.g. children, youth, adults, senior; crime prevention and intervention; community safety and quality of life; etc.*

- Objective 2: By September 30, 2003, through consultation with customers, determine two of the functions/programs identified in Objective 1 that customers would most like to have functionally integrated without regard to separate roles of individual departments.

Status: COMPLETED

*Pilot projects are underway and on schedule as follows:*

- Develop and implement a Code Enforcement Training Program that will cross train all County code enforcement staff in code enforcement disciplines as well as provide adequate information to enable code enforcement staff to recognize signs of, and alert appropriate County agencies to, health and human service issues such as abuse of children, seniors and dependent adults.*
- Development of regional enforcement rosters and related interdepartmental enforcement protocols.*

- Objective 3: By January 31, 2004, complete the design process for the integrated service delivery system.

Status: COMPLETED/ONGOING

*The training materials for the Code Enforcement Training Program have been compiled. A PowerPoint training "detection and referral" module has been*

*developed. The training program is being modified to account for the new role of County Counsel in the prosecution of code enforcement cases. A code enforcement training conference is being planned to provide field staff with the necessary cross-training and overview of the role of County Counsel in the County's code enforcement program..*

Objective 4: By October 31, 2004, implement the integrated delivery system.

Status: ON SCHEDULE

*See explanation under Objective 3 above. Note: The Code Enforcement Training Conference will occur prior to June 30, 2005.*

**STRATEGY 3:** BY FEBRUARY 28, 2005, IN PARTNERSHIP WITH APPROPRIATE COMMUNITY GROUPS, IMPLEMENT INTEGRATED SERVICE "CENTERS" THAT GROUP APPROPRIATE FUNCTIONAL UNITS OF SEVERAL DEPARTMENTS AT A SINGLE LOCATION WITHIN AN UNINCORPORATED COMMUNITY SO THAT THE SERVICES ARE LOCALLY ACCESSIBLE AND RESPONSIVE TO THE COMMUNITY'S NEEDS.

Objective 1: By November 15, 2003, conduct an evaluation of existing integrated service "center" mechanisms to determine need, effectiveness and customer satisfaction.

Status: COMPLETED

*Survey of County departments for six pilot/target communities has been completed. The survey collected information about the following for the six communities: services provided, existing facilities, community partners, needs assessments or surveys conducted within the communities, actions taken in response to the assessments/surveys, future planned surveys/assessments, and collaborative efforts with other County departments to deliver integrated, coordinated services. The six pilot communities are: East Los Angeles, Florence-Firestone, Lake Los Angeles, Lennox, Rowland Heights and Topanga.*

*Municipal service departments are participating in the design of the County Hall at the East Los Angeles Civic Center. This County Hall, which will be operational in 2005, will provide the first integrated "city hall" type of service center for the County's largest unincorporated community.*

Objective 2: By February 29, 2004, develop a program for expanding integrated service "center" to six pilot communities, including a budget, identification of potential funding sources and departments responsible for implementation.

Status: SUBJECT TO CHANGE

*The survey information mentioned under Strategy 3, Objective 1, is the initial work product necessary to developing an expanded integrated service "center" for the six pilot communities. The update to Goal 6 of the Strategic Plan will provide recommendations on expanding the integrated service center concept to other communities. The scope of this recommendation will likely be reduced consistent with available sites and departmental resources.*

Objective 3: By May 31, 2004, complete the design process for the integrated service delivery system to the six pilot communities.

Status: SUBJECT TO CHANGE

See Objective #2 above.

- Objective 4: By November 30, 2004, begin implementation of integrated service centers in the pilot communities for which funding is available.

Status: SUBJECT TO CHANGE

See Objective #2 above.

- Objective 5: By September 30, 2005, fully implement the integrated service delivery system in the pilot communities for which funding is available.

Status: SUBJECT TO CHANGE

See Objective #2 above.

- Objective 6: By January 31, 2006, select additional communities to put through the five-step process to design and implement integrated service delivery systems.

Status: SUBJECT TO CHANGE

See Objective #2 above.

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**GOAL 7: HEALTH AND MENTAL HEALTH:**

**Implement a client-centered, information-based health and mental health services delivery system that provides cost-effective and quality services across County departments.**

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- STRATEGY 1: BY JANUARY 31, 2006, COUNTY DEPARTMENTS OF HEALTH SERVICES, MENTAL HEALTH, AND OTHERS ACHIEVE SEAMLESS ELECTRONIC EXCHANGE OF SELECTED HEALTH AND HUMAN SERVICES DATA AMONG THEMSELVES AND OTHER SELECTED COUNTY PROVIDERS OF RELATED SERVICES.**

- Objective 1: By June 30, 2004, develop and implement a system for assigning and tracking a single identifier for clients receiving selected County services.

Status: Delayed

*DHS has completed analysis of the patient identification problem within two DHS facilities and found the problem of duplicate medical records (one person, multiple charts) to be far worse than previously believed.*

*A team from seven County departments (DHS, DMH, CIO, Probation, DPSS, ISD, CAO) has drafted a set of requirements and an architectural approach for the Unique, Unified Person Identifier (U<sup>2</sup>PI) solution.*

*The U<sup>2</sup>PI project team has completed a survey of Enterprise Master Person Index (EMPI) marketplace offerings and has concluded that implementation of a commercial off-the-shelf project is a feasible approach for U<sup>2</sup>PI.*

*After the basic functionality is in place to perform retrospective matching of patients who receive services, DHS and DMH will be positioned to expand the capability to include matching patients across facilities in real time at the point of service, which will reduce the rate of duplicate records.*

*When implementation of the U<sup>2</sup>PI solution is complete in DHS and DMH, a multi-departmental project team can begin planning the expansion of the unique identification system to additional County departments in 2008.*

***To be revised and continued in Strategic Plan update.***

- Objective 2: By September 30, 2005, employ the single identifier within a systems methodology that provides the basis for seamless electronic exchange of selected health and human services data among County Departments of Health Services, Mental Health and others.

**Status: Delayed**

*DHS has drafted a Patient Encounter Information Sheet (PEIS) and demonstrated the ability to aggregate selected clinical data from selected systems using the DHS Enterprise Data Repository. U<sup>2</sup>PI will provide record linking to support aggregating the data. The PEIS will be used at the point of care to support clinical decision making.*

***To be revised and continued in Strategic Plan update.***

- Objective 3: By January 31, 2006, expand the systems methodology to achieve sharing of basic information among other selected County providers of related services.

**Status: Delayed**

*By January 2008, U<sup>2</sup>PI is expected to be implemented and proven in DHS and DMH. At that time, specific implementation plans can be developed for expansion to other departments.*

***To be revised and continued in Strategic Plan update.***

- STRATEGY 2:** BY SEPTEMBER 30, 2005, COUNTY DEPARTMENTS OF HEALTH SERVICES, MENTAL HEALTH, AND OTHERS DEVELOP AND IMPLEMENT AN OUTCOMES MEASUREMENT SYSTEM THAT INCLUDES SPECIFIC BENCHMARKS FOR PROVIDING COST-EFFECTIVE AND QUALITY SERVICES TO COUNTY CLIENTS.

- Objective 1: By June 30, 2004, develop specifications for an outcomes measurement system for County Departments of Health Services, Mental Health and others that include measurement standards and tools.

**Status: ON SCHEDULE**

*Staff from DHS and DMH have been meeting to identify a common set of shared clients and the common diagnoses of these shared clients. The data set includes information from DHS hospitals, DHS Alcohol and Drug programs and DMH county facilities. Staff are working with the CAO's Urban Research unit to develop counting rules that will identify usage patterns and unique visits. The goal is to identify those clients who make up a high percentage of shared visits and have both a medical*

*diagnosis and a psychiatric diagnosis and to develop outcome indicators to more efficiently manage this patient population (e.g., reduction in ED visits).  
To be revised and continued in Strategic Plan update.*

- Objective 2: By June 30, 2005, develop and link an outcomes measurement system to the County single identifier system to aid in developing and tracking specific benchmarks to assess performance of cost-effective and quality services.

Status: ON SCHEDULE

*Staff from DHS and DMH have been meeting to identify a common set of shared clients and the common diagnoses of these shared clients. The data set includes information from DHS hospitals, DHS Alcohol and Drug programs and DMH county facilities. Staff are working with the CAO's Urban Research unit to develop counting rules that will identify usage patterns and unique visits. The goal is to identify those clients who make up a high percentage of shared visits and have both a medical diagnosis and a psychiatric diagnosis and to develop outcome indicators to more efficiently manage this patient population.  
To be revised and continued in Strategic Plan update.*

- Objective 3: By September 30, 2005, County departments of Health Services, Mental Health, and others develop and successfully test specific benchmarks to assess performance of services that aid in improving the health and mental health status of County clients.

Status: ON SCHEDULE

*Staff from DHS and DMH have been meeting to identify a common set of shared clients and the common diagnoses of these shared clients. The data set includes information from DHS hospitals, DHS Alcohol and Drug programs and DMH county facilities. Staff are working with the CAO's Urban Research unit to develop counting rules that will identify usage patterns and unique visits. The goal is to identify those clients who make up a high percentage of shared visits and have both a medical diagnosis and a psychiatric diagnosis and to develop outcome indicators to more efficiently manage this patient population.  
To be revised and continued in Strategic Plan update.*

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#### **GOAL 8: PUBLIC SAFETY:**

**Increase the safety and security of all residents in Los Angeles County through well-coordinated, comprehensive response and recovery plans for terrorist incidents.**

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- STRATEGY 1: BY JUNE 30, 2003, AS PART OF REVISIONS TO THE COUNTY'S OPERATIONAL AREA TERRORISM RESPONSE AND MANAGEMENT PLAN, TO BE PREPARED BY THE TERRORISM WORKING GROUP, IDENTIFY AND ADOPT A PLAN TO MITIGATE THE VULNERABILITY OF THE COUNTY'S BUILDINGS AND KEY INFRASTRUCTURE FACILITIES, SYSTEMS AND NETWORKS TO ALL TYPES OF TERRORIST ATTACKS.

Status: COMPLETED

*The TEW has completed the revision to the Terrorism Response and Management Plan (TRMP). This plan, which was submitted for approval, provides the foundation*

for identification and mitigation of vulnerability to buildings, key infrastructure facilities, systems and networks. Therefore this objective may be considered completed.

As articulated in the TRMP, the Terrorism Early Warning group continues to assess and provide vulnerability and criticality information of potential target locations and entities in the Operational Area. This information is then passed along to the Terrorism Working Group, which is responsible for accomplishing this Strategy. This on-going process identifies facilities and ranks them according to relative risk into tier 1, 2, and 3 categories. Target folders (Response Information Folders) are currently being developed according to tier priority. Once target folders are completed, they will need to be updated at least every 18 months. An automated target folder database and visualization system has been identified as a future need to increase the effectiveness of this vital process.

The vulnerability and criticality assessment process needs to be identified as an ongoing task, however for the purposes of this document, this Strategy can be considered a completed project.

**STRATEGY 2: BY JUNE 30, 2003, IDENTIFY ESSENTIAL EQUIPMENT AND NECESSARY TRAINING FOR ALL COUNTY FIRST RESPONDERS.**

**Objective 1:** By February 28, 2003, the County will agree on a strategy for securing adequate funds to acquire equipment and deliver training identified in Objectives 8.2.2 and 8.2.3.

**Status: COMPLETED**

The County agreed on a strategy for securing adequate funds to acquire necessary equipment and to conduct planning, training, and exercises for its first responders. Terrorism Working Group and the CAO's Office of Emergency Management have organized the OA applications for Federally funded, reimbursable monies from the Office of Homeland Security, Office for Domestic Preparedness. These grants have to-date included: \$1,383,000 from FY '02, \$3,923,000 from FY '03, \$9,824,000 FY '03 supplemental grants. Additional funds have also be made available to the County in the following grants: Los Angeles City/LA County Urban Areas Security Initiatives (UASI) parts I and II, and Long Beach/LA County UASI part II. Future Department of Homeland Security funds have been made available to the Operational Area through the FY '04 ODP and the LA and Long Beach UASI grants.

*This Objective can be considered completed.*

**Objective 2:** By July 30, 2003, determine essential equipment necessary for first responders from law enforcement, fire services, and health services, to be able to safely perform their duties for force protection and response to Weapons of Mass Destruction (WMD) incidents.

**Status: COMPLETED**

The TWG and the CAO Office of Emergency Management (OEM) continue to coordinate the strategy for expenditures amongst the various disciplines and jurisdictions within the Operational Area. Future grants will continue the procurement processes, and therefore the refinement of necessary training, exercising, and planning needs, as well equipment requirements for the foreseeable future. This task is an ongoing process.

*As a result of the establishment of a mechanism, i.e., TEW/OEM oversight, to fulfill*



*the intent of the task, this objective is considered completed.*

- Objective 3: By July 30, 2003, determine required training for use of new equipment, including tactics and procedures for WMD response and management.

**Status: COMPLETED**

*This is an iterative process. As grant funds become available and equipment is identified, exercises are simultaneously being developed by subject matter experts from the law, fire, health, and emergency management disciplines. These exercises have been planned through the year 2005. This is a requirement of granting process. Once the experiential values of the exercises are gleaned, a regimen of appropriate training is crafted to meet the operational needs of the various entities. These exercises and the associated training are being coordinated amongst the various agencies and cities by the Terrorism Early Warning group under the auspices of the Operational Area Terrorism Working Group sub-committees.*

*This is an on-going process, however in the strategic context, this objective, i.e., "determine required training", can be considered completed.*

- STRATEGY 3: BY DECEMBER 31, 2003, UPDATE THE EXISTING LOS ANGELES COUNTY EMERGENCY MANAGEMENT SYSTEM TO ADDRESS AND RESPOND TO ALL POTENTIAL TYPES OF TERRORISM AND THEIR AFTERMATH.

- Objective 1: By December 31, 2002, expand planning for terrorism to include all County departments, as part of multi-hazard planning and training, to ensure that key staff in departments understand their responsibilities (Goal 10, Section 8, of the current "Los Angeles County Operational Area Strategic Plan for Emergency Management").

**Status: COMPLETED**

*All Department plans have been modified to reflect terrorism planning. They have been received by OEM. Only eight plans have yet to be approved by the Emergency Management Council. These plans will be placed on the EMC agenda for approval no later than December 2004.*

*This Objective can be considered complete.*

- Objective 2: By June 30, 2003, complete revision of the Los Angeles County Operational Area Terrorism and Management Plan, prepared by the interagency Terrorism Working Group (TWG). This will address all areas of terrorism response for the community's protection and safety including: cyber-terrorism, WMD, and emerging threats.

**Status: COMPLETED**

*This Objective has two parts:*

*Part 1, the revision of the OA Terrorism Response and Management Plan, (TRMP) was led by the TWG. The final draft of the TRMP was approved by the TWG in early August of 2004. The Plan was harmonized with the Operational Area Terrorism Plan,*

at that time. The final version of the plan was approved by the Emergency Management Council on August 25, 2004. This portion of the Goal has been met.

Part 2 of this task was to develop an overarching OA Terrorism Plan that describes, in general terms, how the County is organized to respond to terrorist incidents, and how County government interfaces with its OA jurisdictions. OEM completed the OA Terrorism Plan that was also approved by the Emergency Management Council. This portion of the Goal has been met. This Objective can be considered completed.

Objective 3: By December 31, 2003, complete a needs assessment to accomplish interagency communications inter-operability for first responders in Los Angeles County.

**Status: COMPLETED**

This Objective required a needs assessment as foundational to the process for achieving first responder inter-operability in Los Angeles County. Written plans/proposals for the project have been completed. Approximately 2 million dollars in Federal funds have been secured from FY '04 Homeland Security grants to support the build-out of equipment to control interoperability from the Sheriff's Radio Center. ISD is currently working with the Los Angeles Regional Tactical Communications System Executive Committee to expend the grant funds made available through the FY 2004 Homeland Security Grant process for the projects.

This Objective can be considered completed.

Objective 4: By March 31, 2003, complete a comprehensive interdepartmental communication plan to assure County personnel know: their roles and responsibilities; how to respond; and where and when to respond in case of a terrorist incident.

**Status: COMPLETED**

The CAO's Office of Emergency Management has completed this Objective.

OEM developed a multi-phased strategy to communicate more effectively with County departments and OA jurisdictions through the purchase of the Dialogic automated phone-dialing system. This system allows the OA to send automated notifications to key people in County departments and Board deputies along with Disaster Management Area Coordinators, cities' emergency services coordinators, and other key agencies, such as the American Red Cross, the Salvation Army, and Emergency Network Los Angeles (a consortium of community-based organizations which serve as the LA County VOAD (Volunteer Agencies Active in Disaster)).

OEM also developed a guidebook for County Executives to assist them in carrying out their roles during disasters.

OEM also conducted three terrorism-based tabletop exercises to reinforce roles and responsibilities for County Emergency Operations Center (CEOC) management and key CEOC positions.

OEM has completed work on the LA County OA website <http://lacounty.info/oem/index.htm> which includes a wide range of downloadable information and tools for County departments, other jurisdictions, and the public.

In addition, in partnership with the Quality and Productivity Commission, DHR, OPS,

CAO Public Affairs, CAO Unincorporated Area Services, and Internal Services Department (ISD), OEM developed a Homeland Security education campaign for County employees. The campaign was launched in the March 2003 edition of the County Digest, which went to all 90,000+ employees. Tri-fold brochures are in print and will be provided to all County employees, covering such topics as "shelter-in-place", "evacuation" and how to respond to a variety of potential hazards

Objective 5: By June 30, 2003, train County employees on the Objective 8.3.4 plan.

Status: COMPLETED

Training will be ongoing and conducted through a variety of means, including OEM's quarterly Department Emergency Coordinator and Building Emergency Coordinator (DEC/BEC) meetings. In addition, OEM is updating its CEOC position and section training curriculum, which will be delivered on a quarterly basis.

Training on the communication plan is a constantly stressed component of the annual County-wide exercise program. At each of these and the preparatory table-top exercises, employees are exercised in their roles and responsibilities during terrorist events. As such, it will be continuously reinforced through these and other avenues as listed in Objective 4.

This Objective can be considered completed.

# **ATTACHMENT III**

# GUIDING COALITION MEMBERSHIP

## March 1, 2005

NAME	TITLE
David Janssen	Chief Administrative Officer, Chair
Tyler McCauley	Auditor-Controller, Vice Chair
Gerry Hertzberg	Legislative Deputy, First District
Chuck Bookhammer	Assistant Chief of Staff, Second District
Alisa Katz	Chief Deputy, Third District
Curt Pedersen	Chief of Staff, Fourth District
Kathryn Barger-Leibrich	Chief Deputy, Fifth District
Phillip Browning	Director of Child Support Services
R. Doyle Campbell	Assistant Sheriff
Michael Freeman	Fire Chief
Jon Fullinwider	Chief Information Officer
Dr. Thomas Garthwaite	Director and Chief Medical Officer of Health Services
Michael Henry	Director of Personnel
Pastor Herrera, Jr.	Director of Consumer Affairs
Carlos Jackson	Executive Director, Community Development Commission
Dave Lambertson	Director of Internal Services
Marcia Mayeda	Director of Animal Care and Control
David Sanders	Director of Children and Family Services
Marvin Southard	Director of Mental Health
Robin Toma	Executive Director, Human Relations Commission/Housing Authority
Robert Taylor	Ombudsman
Stan Wisniewski	Director of Beaches and Harbors
Bryce Yokomizo	Director of Public Social Services

# **ATTACHMENT IV**

## LOS ANGELES COUNTY GUIDING COALITION

### A CHARTER FOR CHANGE (REVISED JUNE 2004)



Under the overall policy guidance and endorsement of the County of Los Angeles Board of Supervisors, the Guiding Coalition (GC) is responsible for providing the leadership required to bring about fundamental changes in the culture and performance of the County of Los Angeles' government. For this purpose, leadership means defining a desired future state and undertaking the communication, planning, and actions required to enroll others in the cause of making that future state a reality.

As such, the GC will continue to be responsible for articulating the attributes of the County government's culture necessary for it to be successful and the level of performance necessary to meet the expectations of the residents of LA County. The GC will continuously monitor the Strategic Plan for Los Angeles County which describes the pace and nature of the progress the County wishes to make towards that desired future. The GC will also assist departments in fulfilling their central responsibility for promoting awareness and understanding of the Plan among all County employees.

#### Role and Tasks

The role of the GC is to bring energy, a sense of urgency, unity and personal commitment to the tasks of changing the culture and improving the performance of County government. The GC provides to those entrusted with day-to-day operational responsibilities the ideas, tools, support, and governing processes to enable them to do their job more successfully.

To continue the process of change in the County, the GC shall be responsible for the following tasks:

- Making regular revisions to the existing Strategic Plan, including its goals, strategies and objectives and presenting appropriate revisions to the Board of Supervisors for their approval.
- Ensuring the continued implementation and integration of the *Performance Counts!* performance measurement reporting framework throughout County government and its processes.
- Creating a communication plan for the Board of Supervisors, County employees and the public regarding progress on improving the County's performance.

Identifying key strategic issues that require resolution in order for the County to continue to make progress, assist in eliminating the barriers to change and assigning and authorizing inter-departmental teams to recommend and implement solutions that address these challenges.

- Developing initiatives designed to enhance the organizational culture of the County.

### **Governance**

- Members of the GC are drawn from the ranks of County departmental leadership and the chief deputies/chiefs of staff to Board of Supervisors or their designees. There is no limit on the number of members nor are there time restrictions on joining (i.e., anyone can join at any time).
- All members serve voluntarily. Those volunteering to be members must be prepared to commit the time and energy necessary to fulfill the GC Charter.
- The Chief Administrative Officer chairs GC meetings and also serves as a permanent GC member. Typically, meetings are held on a monthly basis. Additional meetings may be called as needed.
- Sub-committees and working groups may be established as needed to work on projects, address issues, etc.
- The decision making goal is to reach consensus. In the event that consensus cannot be reached, the decision is determined by voting.

### **Environment/Approach**

As the leadership group dedicated to making the County of Los Angeles: 1) *the "premier organization for those working in the public interest,"* and 2) *"an organization that earns the respect of the public,"* members of the GC will always put the interests of the entire County first as they make their decisions. The GC will demonstrate in word and deed its support for the "philosophy of teamwork and collaboration" expressed in the County's Vision Statement and all of its shared values:

- A can-do attitude—we approach each challenge believing that, together, a solution can be achieved.
- Accountability—we accept responsibility for the decisions we make and the actions we take
- Compassion—we treat those we serve and each other in a kind and caring manner
- Commitment—we always go the extra mile to achieve our mission
- Integrity—we act consistent with our values
- Professionalism—we perform to a high standard of excellence
- Respect for Diversity—we value the uniqueness of every individual and their perspective
- Responsiveness—we take the action needed in a timely manner



**Commitment**

Signed as a statement of our renewed commitment to bring about positive change in County government for the residents of Los Angeles County this 15<sup>th</sup> day of July 2004\* by the members of the Guiding Coalition.

C. Bookhammer

Robin D. M.

Robert B. Doyle

Marcia Mayeda

Norm Hanna Jr.

Dee Salas

Thomas M. Miller

785444

Robert J. Manning

Steven J. Greenwald

P. Marshall

S. J. McCauley

David E. Jensen

John C. Brown

Carol J. Culh

Maring J. Seal

Dave J. Barker

Ederson

Wynne Palumbo

Ken

Kathryn Barga-Rubini

\* Please note that some signatures provided after this date.

# **ATTACHMENT V**

## SUMMARY OF LEADERSHIP SURVEY RESULTS

<u>Strategic Planning Support Team</u>	Strongly Disagree/ Disagree	Agree/ Strongly Agree	Not Sure
1. The strategic planning support team of the CAO provides departments with clear communications related to updating and reporting strategic plan progress.	3.85%	80.77%	15.38%
2. The strategic planning support team provides consistent instructions.	8.00%	76.00%	16.00%
3. External consultants are knowledgeable and employ effective facilitation tools.	8.33%	50.00%	41.67%
4. External consultants are receptive and responsive to issues raised by department heads.	16.67%	45.83%	37.50%
5. External consultants understand and are sensitive to political realities when providing guidance.	16.67%	50.00%	33.33%

### Guiding Coalition

6. The GC provides good direction on Strategic Plan policy issues.	19.23%	50.00%	30.77%
7. The GC has been effective in facilitating progress meeting Strategic Plan strategies and objectives.	19.23%	50.00%	30.77%
8. The GC provides a forum to discuss issues related to the Strategic Plan which cannot be discussed in other meetings.	30.77%	53.85%	15.38%
9. The GC provides a unique and valuable setting necessary for County-wide strategic management.	23.08%	53.85%	23.08%

### Performance Counts!

10. My department is continuing to make progress in implementing Performance Counts!	3.85%	92.31%	3.85%
11. The CAO staff and consultants are supportive in assisting my department in implementing Performance Counts.	19.23%	65.38%	15.38%
12. The pilot approach to Performance Counts! implementation has been a successful strategy.	19.23%	57.69%	23.08%
13. Performance Counts! is a measurement reporting framework that is easy to explain (communicate) to managers and supervisors in my department.	19.23%	53.85%	26.92%

### General Elements of Strategic Planning and Performance Measurement Implementation

14. The time spent in executive strategic planning conferences has been sufficient to develop meaningful strategic directions.	26.92%	57.69%	15.38%
15. The strategic planning terminology is language that is clear, easy to understand, and is becoming common across the County.	19.23%	65.38%	15.38%
16. The County Strategic Plan assists me in leading and managing my department and preparing for future challenges.	12.00%	72.00%	16.00%
17. Performance Counts! provides meaningful data to make management decisions in my department.	15.38%	65.38%	19.23%
18. County departments have "bought-in" to the County's strategic planning process.	12.00%	40.00%	48.00%